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Marketing
and Business Management

Edited by
W.A.Lydiatt

A Thought for 1919

The successful man favors the company of successful men.

Successful business executives seek the aid of the successful advertising agency.

You have only to look over the list of our clients to realize this.

These clients of ours are the kind of company YOU would select—firms that are eminently successful in a big way: others that are making their mark in a smaller way, but successes every one of them.

We do not claim all the credit for the rise of those who place their advertising in our hands,—but our part was done successfully and was one of the factors that counted heavily.

A. McKIM, LIMITED

Advertising Agency

MONTREAL TORONTO WINNIPEG LONDON, ENG.

Address nearest office

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a Copy

JANUARY 1919

$2.00 a year

Advertising is greater than tariffs

Yonge St., Toronto, may properly be considered a typical market place. Here goods of every description are displayed for sale. The merchandise that passes through Yonge Street stores must total millions of dollars a year. Yonge Street is characteristic of hundreds of thoroughfares in other Canadian cities and towns.

There is a sermon in the stores of Yonge Street for the Canadian manufacturer—for it is doubtful if on any other street a greater percentage of Advertised Goods are sold. You may have noticed, perhaps, what a small percentage of these advertised goods represent Canadian labor, capital or INITIATIVE.

Things to wear, foodstuffs, automobiles, soaps, cigars, medicines, toilet articles—bearers of famous names and brands—goods that retailers MUST handle because of the demand for them—few are of native design, manufacture or origin.

The newspapers sold on Yonge Street—the hangers in shop windows—the painted signs on walls, extol the merit of goods that at the best are only Canadian by adoption, or not Canadian at all.

Tariff protection will not sell goods.

Advertising will.

Advertising is a greater selling force than tariff protection.

There is only one way to make the name of your goods famous — through advertising.

Have you ever considered this point?

Advertising increases the quality of the goods advertised—not in an intangible sense, but in actuality. When you start in to advertise your goods you will commence to make a better product. You will constantly seek ways and means to improve the quality and service of the goods you sell IF FOR NO OTHER REASON THAN TO HAVE A NEW ADVERTISABLE FEATURE.

That, perhaps, is the greatest argument of all in favor of Advertising. Its recognition or rejection may determine the future of Canada as a Manufacturing Nation.

SMITH, DENNE & MOORE
LIMITED

General Advertising Agents

LUMSDEN BUILDING, TORONTO

McGill Building, Montreal

New York
1463 Broadway

London, England
25 Victoria St., S.W.

Paris, France
31 bis Faubourg Montmartre

HALIFAX

The fact that six new Branches of Canadian banks were opened during the past week is pretty clear proof of the great prosperity and wonderful progress of Halifax.

Put Your Story Where It Will Be Read!

There is an instinctive response when the public finds its needs, its wants, its desires *anticipated* and its favor honorably sought; when it is approached sincerely and intelligently through certain mediums recognized as absolutely dependable. Such mediums, worthy of your full confidence, are

THE HALIFAX HERALD

AND

THE EVENING MAIL

These super-informative forces enjoy "the right of way" into the homes, offices, public libraries and business institutions of the Maritime Provinces, and day after day hold the attention and interest of 250,000 discriminating buyers. Your proposition would be in the best possible company, you see, when found on the Advertising pages of Eastern Canada's greatest dailies.

Advertisers can reach EVERY WORTHWHILE HOME in Halifax through the advertising columns of THE MAIL.

THE HALIFAX HERALD *and* THE EVENING MAIL

GEO. B. DAVID, Inc.,
171 Madison Avenue,
NEW YORK.

Representatives

A. R. KEATOR,
1411 Hartford Building,
CHICAGO.

Maximum Sales Efficiency at Small Cost

HERE are two magazines that are highly developed efficiency factors in helping manufacturers accomplish desired results in their post-war advertising.

Merchandising advantages are gained by those who advertise consistently and persistently in MACLEAN'S MAGAZINE and FARMERS' MAGAZINE. They carry advertising straight to the heart of Canada's buying power.

MacLean's Magazine

By advertising in MACLEAN'S you eliminate waste and concentrate sales energy on responsible and responsive Canadians.

MACLEAN'S wields powerful consumer influence: The 65,000 families, 300,000 persons—who read MACLEAN'S are the men and women who form the very foundation of Canada's commercial and social structure,—men and women to whom others naturally look for guidance.

And MACLEAN'S is backed by strong dealer influence. Our records show that wholesalers and retailers receive MACLEAN'S in their homes as subscribers. This gives you an interlocking selling campaign of large proportions—you reach both consumer and distributor of your goods—you hold the customers you already have, gain new ones, and help your travelling representatives—at one cost. *Now printed in the large size—type page 9⅜ x 12½ inches. Over 70,000 copies printed for January.*

Farmers' Magazine

Canadian farmers have more money than ever before—they are able and willing buyers and they are now busy planning for one of the biggest years in Canadian history.

Tell these farmers why they should buy your goods. Place a series of dominating sales messages in FARMERS' MAGAZINE, Canada's National Farm Magazine—30,000 circulation guaranteed.

Letters from subscribers show that they are deeply interested in modern agricultural appliances, and products which make for efficiency on the land, and in the home.

Readers of FARMERS' are particularly interested in tractors, trucks, machinery which multiplies man power, in appliances which help the house-wife, in toilet articles and in packaged food products. They buy the best. You will get your share of their business by advertising in FARMERS' MAGAZINE. *Now printed in the large size—type page 9⅜ x 12½ inches.*

A Powerful Market—500,000 People

Figured on the basis of 5 readers to a magazine MACLEANS' and FARMERS', with a combined circulation of over 100,000 offer you a market of 500,000 persons who read these magazines. This makes a mighty strong foundation for any Canadian advertising campaign. Complete information will be supplied upon request.

The MacLean Publishing Company, Ltd.

143-153 University Ave., Toronto, Can.

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MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 1 TORONTO, CANADA JANUARY, 1919

EFFICIENT SALES ORGANIZATION

A broad-gauged view of the problems of distribution, showing the importance of constant investigation and study of the market—making actual market conditions the determining factor in the house policies.

By E. St. Elmo Lewis

Beginning a noteworthy series of articles by a recognized authority on sales organization and management.—Formerly Vice-President and General Manager, Art Metal Construction Company; formerly Advertising Manager, Burroughs Adding Machine Company; ex-President Association National Advertising Managers, ex-Vice-President, National Association of Corporation Schools; Member, American Philosophical Association; The Efficiency Society, Incorporated; National Economic Society; Author of "Getting the Most Out of Business," etc. Counsel in Advertising, Sales and Marketing, Campbell-Ewald Company. Originally written for large-business executives and published in Industrial Management, and now revised for the readers of Marketing. In this initial chapter Mr. Lewis drives home the fact emphasized by Gen. Charles Miller, President of the Galena Oil Company, that "the first essential in the operation of a successful selling organization is that it be recognized as the 'most important' part of the business." He suggests methods for studying the market, as the determining factor in relation to all other activities in the business. He shows the necessity for knowing the market before trying to sell goods, finding out what the market is—who the customer is, where he is and what he wants. In next month's article he deals with organizing for distribution.

MOST concerns advertise a million dollar business as if they were running a village grocery, because they are million dollar financiers, million dollar production men, but when it comes to advertising they think in village grocery terms.

The creation of a public sentiment in minds of 10 million people is a different thing from creating 10 million dollars, worth of motor trucks. The average failure is largely due to the size of the sentiment-making man on the job. The reason why advertising cost is so high is because advertising managers are so cheap.

A second principle at work is the arousing of confidence and faith in the personality of the management.

Corporations dislike personalities; the public likes and follows personalities. Corporations say "Personalities are unsafe;" the public says, "The only safe thing is a safe man." The people give their confidence to persons, not things. It does not matter whether it be the corner grocery, or a bank or a great railroad.

It is noticeable that the Governments, big industrial and public service corporations have found the uses of publicity. They are hoping to sell the public the integrity, capacity and good intentions of the management to their side of the case. That is common sense—and also scientific sense, if you please.

The Pennsylvania Railroad Company for some time has been sending out posters with messages to the people about the railroad's service and problems. These posters originally were signed with the corporate name. When Samuel Rea, President of the road, signed them in facsimile signature. there was no doubt of the increased appeal because of that increased personality.

The personality of a company is an asset or a liability. If it is negative, obscure and indifferent, it is a liability. The people demand a human heart in a business.

Mr. Ivy L. Lee, formerly executive assistant to the President of the Pennsylvania, said—"The railroad business, up until recently has been very largely conducted as though it were a house without any windows, somewhat like the Bank of England, mute and inscrutable. The crowd on the streets outside has meanwhile been very suspicious of what was going on in that building, and wondering, even threatening."

The railroads have seen a new light and now want the crowd to come in, and to this end have literally been cutting not only windows but doors in their edifices.

Selling Strategy

In the hands of the master salesman, advertising and selling has ceased to be merely a conventional use of space in newspapers, magazines, street cars, and on billboards or by catalogues, booklets, folders and circular letters. Their advertising and selling methods are raised to the realm of grand strategy as compared to the village grocery practice of buying space in a paper and putting "selling arguments" into the space. A manager with a conventional idea of salesmanship and advertising, should study the great political campaigns. He will see advertising and selling in a new way.

But even in the present day the deeper and more perplexing problems of distribution have received but little consideration. Distribution has become the master problem of business.

Financing of the late 80's brought with it refinements of accounting and a large train of novel financial expedients. Production, which the consolidations in the large units intensified, soon showed that mere quantity of production did not produce efficiency, mainly because the human factor had not grown with the size of the producing unit. The financiers' desire to know what it cost, brought the cost accountant and his answer—it cost too much.

Then came the time when we began to find out *where* it cost too much—then *why*.

As usual, we had to call in the outside mind to show us. This was the era of Taylor, Emerson and the trained analyzers and observers, who applied the technique of the scientist to the study of the problem. But while production was increased, sales were not. It is no satisfaction to increase production and then build storehouses to keep the unsold product.

Distribution Problems Must be Faced

For years we had been feeding hungry markets. Financiers and production men had been (as they are yet) making goods and building factories on

the strength of the sales showing of goods already in the market. "If they can make 20% so can we" was the cry. Industries became over planted, and prices fell to a point where no one was making any money—tariff or no tariff. In one line, 23 plants for four years had never worked beyond 50% capacity —and in 1914 not a single plant in that industry was making any money. Financiers and production men ruled the day.

Distribution expenses have been steadily going up because;

(1) Salaries of men who can sell are rising.

(2) Per capita efficiency of salesmen is lowering because more salesmen of untried and mediocre ability are being used as the demand of owners is to get rid of production.

(3) Failure to study the consumer market and to find the lines of least resistance gives no control of distribution effort, which always means increasing costs.

If the present ratio of increase continues, in sixty years there will have to be one distributor for every producer in the country.

The failure to reduce distribution costs has been due to the same difficulties that confronted the introduction of proper credit and cost methods into the accounting and production departments—failure to understand that special problems require special experience.

Men who were not salesmen, who had no idea of the problem of distribution but who were financiers or producers, have dominated sales. An analysis of sales managers' salaries and methods betrays the facts. Such men failed partially through temperament but more through lack of comprehension of the problem.

The distribution problem shifts from generation to generation. When we were feeding hungry markets the problem was one of factory and finance.

A man had an idea, say. It did not have to be absolutely right; it would "do." Factories were built and prices made; then came the cry "What will move it?" This stimulated a lot of action and brought a great deal of fictitious profit; but it was action. The market controlled the business. Production and demand rose and fell together capriciously and violently, with high peaks and deep valleys. Few businesses survived the second generation. The mortality was high but not of much value to survivors.

Consumer Must be Considered

The time has come now when we find the distribution cost so high that we must do something. We find; that it is the consumer who keeps any concern in business; that goods are made to sell and that profits are not made until the final consumer has paid his bill.

We find further that it does not solve the problem of making a profitable business simply to make a satisfied factory force; or to make goods at a small cost, or to get rid of a lot of goods to a middleman. Obvious!

Yes, but not observed.

The purchaser has thus become a person of tremendous importance to the business, for he may not buy the product because he may not want it; he may not need it; it may not be as good as the one he has or it may cost more than the one he wants.

It may not pay to sell him the product, anyway, because it may cost too much to get him to want it, even if he does need it.

Formerly we got an idea, put some money into it, started producing, and tried to sell the product. It took three generations of owners to develop a profitable business. Now we go about it in a new way. We get the idea; use a little money to find out who, if any, wants or needs it; start producing, if there is a market, and sell it.

Market the Main Factor

Decidedly, market has become the main factor. Just as Mr. Schwab knew his market before he started the United States Steel Corporation idea in Mr. Morgan's mind; just as Mr. Hill knew his market before he started to sell his iron properties; just as Mr. Ford knew his human market and demand before he became a great motor car manufacturer, so the business man of today places his consumer or customer on a pedestal and studies him.

There, in the mind and heart and pocket of that customer lies all the law and the profits.

Who is he?
What has he?
What are his qualities?
How can he be reached?
What can he buy?
What must he buy?
Who will sell him?
What appeals to him?
And, how do you know?

The sure foundations of business lie in the accuracy, breadth and depth of that knowledge. Scientific method is being applied to the determination of its accuracy.

DISTRIBUTION has become the master problem of business. The time has come now when we find distribution costs so high we must do something. We find it is the consumer who keeps any concern in business, that goods are made to sell and that profits are not made until the final consumer has been paid his bill.

We find further that it does not solve the problem of making a profitable business simply to make a satisfied factory force or to make goods at a small cost or to get rid of a lot of goods to a middleman. Obvious! Yes, but not observed.

Studying the Market

A specialty company selling an article of universal consumption had found it could obtain at a reasonable cost 10% of the total consumption. Sales quotas based on the 10% were given to each branch, by them distributed to each sub-agent and salesmen. Averages recorded over a period of years definitely established the quotas as workable, producing the amount of business required.

A certain southern territory commenced to slide back. It dropped to 8, to 7, then to a fraction over 6 of the estimated consumption. Investigation showed that the total consumption had not fallen, so the salesmen traversing the territory were asked to report on the reasons why the demand had fallen off.

The consensus of the reports from the salesmen was that the consumption had lessened in certain lines. Retailers reported, according to the salesmen, that they were buying the usual proportion of their purchases of the investigating company. But the company was not satisfied. It placed the matter in the hands of an independent investigator. He and his representatives found that the company's men were selling a larger proportionate share of the cheaper items, but falling much below their quota on the more expensive lines.

The investigator found too;

(1) That a new package container which competition was producing had made it easier for competitors to sell the higher priced goods. The company's salesmen had failed to maintain sales on that item.

(2) That the branch manager took no stock in the idea that the new package of the competitor actually helped sales and accounted for a falling off in trade to "one of those unexplainable shifts in the retailer's interest which made periodic booms and depressions in the demand."

(3) That a salesman when asked to make an investigation bent his efforts simply to proving that he had done all that could be reasonably expected of him.

(4) That the salesman was perfectly honest and also that the branch manager was perfectly honest, but neither were reliable when it came to reflecting conditions as they were. *The principle is as old as the hills—no man should be permitted to audit the value of his own performances.* (During the last two years nine concerns have come under my observation where salesmen's audits of territories have proven unreliable).

It would be remarkable indeed if they were other than unreliable; for it must be remembered that no testimony is more accurate than the witness. The salesman is a special pleader. He makes up his mind about a thing, then sells his prospect on his idea—the better the salesman the greater and more determined this characteristic.

Salesmen not Dependable Market Reporters

The salesmen who made the investigations for the specialty company were already fully convinced that they had sold their quota of total consumption. They went out to prove they were right. They found what they were looking for—the great danger, as the French scientist once told his class,

even of the scientist. The more facts upon which a salesman's solicitation is founded—the more the salesman is guided to the possible buyer who really wants and needs his product—the greater efficiency of his end-of-the-year results (I am not considering here the salesman who sells fake goods.)

The scientific investigator wanted the Truth about the market, "How many packages of this kind of commodity have you sold?" A comparison of the answer with the answer to "How many packages of BLINKS have you sold?" soon produced the facts and accounted for the falling off in business.

This comparison in figures then led to the question—"Why have you sold more or less?" Under this came questions as to advertising, dealer helps, prices, etc. But the most interesting and enlightening facts were obtained from the "remarks" made by the investigators, a few of whom caught the spirit of the investigation and reflected the mental attitudes of the dealers towards the product, the salesman in the territory, and the company.

The net result was a great change for the better in the business in that territory, and the adoption by the company, as a fixed policy, of the continuous sales and market audit idea.

It is quite obvious that any market investigation depends for its requirements on the commodity to be marketed; market practice, and the community.

The South, on a per capita basis, is a poor consumer of underwear. The Carpenter Street district of Chicago offers little opportunity to sell dollar neckties, but the Michigan Ave. district does.

There are certain general experiences which must be borne in mind—

(a) Trade follows leaders.

(b) Trade follows convenience lines, i.e., lines of least resistance.

(c) Sections have buying powers which must be considered in fixing quotas and allotting salesmen.

(d) Foreign population reduces per capita volume on retail sales.

There are many other equally important qualities. In the market study it is generally important to audit the application to your conditions of these general experiences.

A commodity offers certain difficulties. Selling oysters in bulk under trade mark name, for instance, has always been a difficult thing. Several projects have nearly gone broke doing it. Substitution could not be controlled.

Why Market Study Should Dictate Production

So many concerns go into business on the reputed success of another. The suction sweepers, the manufacturers of steel furniture, automobiles, trucks, all offer a case in point. Take the truck situation. There are more concerns making trucks than there are making pleasure cars. I venture to assert that not one-half the agents selling trucks are making money at it. Before the war you could count on the fingers of one hand the manufacturers who were making money. Why? Because truck parts have been so standardized that any blacksmith can put together a power waggon and call it a truck.

> HAVE you ever studied your market? When Pyrene, the fire extinguisher, was originally placed on the market it was sold through contracting agents. They were old fire fighters or insurance brokers. They knew the industrial, public building, public library and school field. They couldn't *see* anything else. Their mental habits and training were fixed.
>
> A new sales manager with a broader vision saw the great automobile, summer cottage, barn, garage and home field. He went out and tested that field and organized to get it; but he had to reorganize his sales force and change his sales plans to do it. The market made the change. This changing of selling plans seems to be a great stumbling block to some men.

Few manufacturers know anything about what their trucks are good for nor in what lines of business they should be used. Engineering skill has not been developed around the interpretation of the customer's transportation needs but about what the engineer has thought a truck should be as a piece of machinery. And as usual at this stage, the customer's education has progressed more rapidly than the manufacturer's, because the manufacturer is concerned more about production than market.

The agent selling trucks has not made money because, first he knows nothing about his customer's business, and must leave the buying to the customer; second, he does not always carry the line best adapted to his local conditions; and third, the manufacturer, very frequently coming from the pleasure car field where he has had his product taken away from him, has utterly failed to find his line of least resistance either as to territory, types of machines, or prices.

A manufacturer of trucks told me "I sell my machines to the agent on contract. If he doesn't live up to the contract I drop him and get another. I do not advertise—that's the agent's job. I do not make any market study such as you mention—that too is the agent's job. He should'nt buy a thing he cannot sell."

Let us see where this attitude, typical of how many manufacturers, sent this truck maker after five years. He did not have one agent who had been on his books four years ago. And last year alone he lost 39% of his agents.

His truck is practically unknown, therefore it is not sought by agents who can get the representation for the better known trucks. This increases the selling cost. He doesn't know how many of his trucks should be sold in any town in the country. He doesn't know whether he is getting his share of the business, because he doesn't know how fast the business is moving. Therefore, in one or two cases he has given agencies to men who are keeping him out of the running.

The selling condition of this truck is a reflection of a manager who has no selling instincts because he hasn't found out what lines—laundries with short runs at low speed or florists with long runs at high speed, for instance—can best use his type of trucks.

This same lack of information operates to increase the cost of maintaining volume in many lines of machine specialities.

In studying the market the manufacturer studies his marketing machine, for no present market is larger than the number of customers which a sales force can sell.

Change of Selling Plan

When Pyrene, the fire extinguisher, was originally placed on the market it was sold through contracting agents. They were old fire fighters or insurance brokers. They knew the industrial, public building, library and school field. They couldn't *see* anything else. Their mental habits and training were fixed.

The new sales manager, Mr. C. Louis Allen, had a broader vision. He saw the great automobile, summer cottage, barn, garage, and home field. He went out and tested that field, and organized to get it; but he had to reorganize his sales force and change his sales plan to do it. The market made the change; for it was inevitable that just as soon as the market was understood, the sales plan would, as a matter of common sense, be changed.

This changing of selling plans seems to be a great stumbling block to some men.

Mr. Henry Ford has changed his selling plans in some important particular almost every season. One season, when he expected to sell 750,000 cars, he made the most radical change—from exclusive dealer to universal distributor; so that a Ford Car can now be purchased from almost any dealer, much as "Nabisco" wafers may be bought from any grocer. He very properly figured that many dealers will work small territories more closely than one dealer will work a larger one. Mr. Ford now wants to cover all the territory in order to get at all the prospects, and he must saturate the territory with dealers at the same time. He increases his organization in order to increase sales, because he has found the sales capacity of the dealer unit.

The manufacturer in making his market analysis does so to determine:

1. What kind of a man he sells to, and what kind of a man can do the selling. Personality remains the big factor in selling. (Of these two I expect to have something more to say later).

2. The physical conditions—distances; centers of distribution; small town units; freight, express, and post

(*Continued on page 31*)

METHODS OF SELECTING SALESMEN

Hiring Salesmen who won't need firing soon afterward—describing the methods and policies of numerous successful sales-directors.

Written for MARKETING by JOHN C. KIRKWOOD

SEVEN capable and high-calibre executives sat for and our-and-a-half a day for ten days, devising a sales campaign. The objective was sales of $1,000,000 in thirty days. The *Big Idea* was defined, plans were very thoroughly elaborated, printed matter decided on and publicity programme drawn up. In short, the organization of the great drive looked complete, on paper.

But there was one part of the project that gave these seven men anxiety, namely, the sales staff. Could the salesmen "put over" the objective of $1,000,000 in the thirty days? Each salesman of the total staff of sixty was weighted in the scales of judgment. Very few of them, it was felt, could be relied upon to achieve his full quota of the $1,000,000 without a good deal of education and gingering up. The great majority of the salesmen were good average men, faithful enough, of the slogging type, devoid of vision and enthusiasm, good fellows generally, earning their pay as a rule, but apparently unable to rise to the heights of effort, in a whirlwind effort to do in one month what ordinarily had taken two months to accomplish.

This incident brings up the whole big and broad question of the sales staff—the selection, training, and making efficient of the men relied upon to find, hold and develop customers for the manufacturer's merchandise.

HAND-PICKING A COMPANY'S SALESMEN.

One of the very primary injunctions given those who want to make a superior hare soup is, first catch your hare. Applied to business this means; To make the sales staff superior, first catch, or select, your salesman.

Employers are becoming very definite now-a-days in their advertisements for men. Before they begin to sift the men desiring positions with them, they require would-be candidates to sift themselves—so that under-the-high-level men will not obtrude themselves on their notice. We show a typical "help wanted" advertisement of the new style with which we have become familiar as a consequence of its growing use by firms who believe with Phil. Armour that "good men are cheap."

SELECTING SALESMEN SCIENTIFICALLY

Letting the candidate estimate himself is good, but not good enough in the opinion of a class of employers whose number is growing. They believe that it is possible to apply scientific methods to the problem of finding salesmen of the right type. Accordingly a number of large employers of salesmen established in 1916 a Bureau of Salesmanship Research, in connection with the Carnegie Institute of Technology at Pittsburgh.

The creation and organization of this Bureau is a manifestation of the modern spirit of efficiency and conservation which has taken possession of the world in recent years, and particularly since 1914 when The Great War began. Big firms and corporations have learned the waste of time and money there is in employing a man and breaking him in at a cost of from $2,000 to $5,000, only to find that in a large proportion of cases that they "guessed wrong," and that the same expensive experiment would have to be repeated.

The Bureau of Salesmanship Research was established under the chairmanship of Edward A. Woods, whose fame as a seller of life insurance is world-wide. With him, as founders and directors of the Bureau were representatives of the Carnegie Steel Company, Pittsburgh; Ford Motor Company, Detroit; Equitable Life Insurance Company, New York; Armstrong Cork Company, Pittsburgh; Metropolitan Life Insurance Company, New York; H. J. Heinz Company, Pittsburgh; Westinghouse Electric & Manufacturing Company, Pittsburg; Chalmers Motor Company, Detroit; Paige Detroit Company, Detroit; the Prudential Life Insurance Company, Newark; and other companies and institutions of the first rank. Thus it will be seen that the Bureau had its origin in the convictions and necessities of some of the most important commercial corporations of the United States.

The man appointed as head of the Scientific Staff of the Pittsburgh Bureau of Salesmanship Research was Dr. Walter Dill Scott, who has written and spoken much on the applications of psychology to business enterprise, and who has devised tests for the selection of salesmen and the determination of selling ability which have had practical and commercial use in connection with the engagement and promotion of salesmen by many large and important firms, corporations and institutions in the United States.

One of the functions of the Bureau is to provide standards, psychologic test charts and questions—for the selection of employment managers. This in addition to undertaking the development of better methods of selecting salesmen. The employment manager is a rather new type of occupation, and his job in plants and companies where he may be engaged has come to be regarded as one of first importance. The department of "hiring and firing" can save or lose a lot of money for a firm in the course of a year.

THE LABORATORY TESTING OF SALESMEN

How one employment manager engages salesmen is indicated by the method used by L. A. Cerf, manager of the Metropolitan branch in New York of the Mutual Benefit Life Insurance Company of Newark, N.J.

To weed out from the mass of applicants for salesmen's positions those that show most promise of making good is the next problem. Toward its solution Mr. Cerf uses very much the same sort of system that insurance companies employ in examining their risks. The applicant is given a printed application blank, like the usual insurance form. This the applicant fills out with his entire history, including previous positions held, average monthly earnings, reasons for leaving his other positions, references, etc. From these blanks, memoranda are made out on another printed form and submitted to Mr. Cerf. In this way the habitual job-seekers, the manifestly unfit, etc., are eliminated at the start. Such as Mr. Cerf considers possibilities he interviews personally.

"When a man presents himself to me," said Mr. Cerf in discussing his methods. "I classify the facts, or data concerning him under two headings. The first is my opinion of the man based on his personal appearance, bear-

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This begins a series of original articles, based on actual experiences, which will make MARKETING worth an hundred times its annual cost to all engaged in the glorious game of selling—a series of articles of the utmost practical value and of gripping interest—to appear in MARKETING during 1919. These articles will review the methods and policies of many sales managers in dealing with or solving their sales problems. They will tell not how things should be done, but how they *are* done—so that the heads of Canadian concerns with similar problems facing them now or in the near future, will be able to reinforce their judgment with more than their own relatively limited experience.

How others in various lines of business

select their salesmen
pay their salesmen
train their salesmen
route their salesmen
stimulate their salesmen
keep tab on their salesmen
get the most out of their salesmen

—these are some of the themes of the articles included in this series, prepared by John C. Kirkwood, drawn from a limitless fund of selling experience in numerous lines of business, under many different conditions, gathered from many sources over a period of several years—from interviews with sales and business executives, addresses, special reports, many articles in business journals, house organs, and sales manuals—all aiming to answer the ever-recurring question "What did other people do when faced with this problem?" The first of Mr. Kirkwood's articles, published herewith, deals with the vital matter of "finding and making efficient salesmen."

ing and general demeanor; the second is—what are the facts about the man? It is my axiom that a man to-day is the result of what he has been in the past, and in making my choice, therefore, I count first impressions only as one-fifth in his favor, while the facts about the man I consider four-fifths important in making my final judgment as to his abilities and likelihood of making good.

Searching Analysis of Qualities

"If he has been quite successful, that is much in his favor. I count factors, such as a large salary or average of commissions, important, and if he can show me evidence of this sort, I know that he's got the elements of success in him.

"If I find a negative career—never earned much, or just been a plugger—unless he can explain satisfactorily why circumstances have militated against him, the odds are, I won't take him. I

A typical help-wanted advertisement of the new style, now used by an increasing number of firms.

figure that he has had his chance and he's failed. As I have a great many applicants I can't assume the financial responsibility of giving him a try-out.

"Again, if I find that a man has had a good many jobs, even if he should have been very successful, I consider him a rover. I want permanent men, the kind that stick, and this itch to move elsewhere gets to be a habit. It is expensive to educate such a man to selling insurance, only to lose your investment when the inclination to move along seizes him. I'm building for permanence. In this category I also consider personal factors, such as family ties that might make a man want to move away from New York, and I aim to discover such in questioning an applicant.

"Ordinarily I don't want a man much past 50 years. I am looking for young men, anywhere from 26 to 40 years, because the salesman or canvasser uses a great deal of vitality getting about.

"I am much impressed by the degree of confidence a candidate manifests in his ability to make good; his persuasiveness in influencing me in his favor. If I'm uncertain about a verdict and he is tenacious, I am apt to be swayed in his favor. Tenacity is a very desirable quality in an insurance salesman.

How Hugh Chalmers Employs Salesmen

Hugh Chalmers, of automobile fame, is conceded to be an expert in the selection of tip-top salesmen—men chosen by him are required to submit themselves to a pretty stiff testing before engagement. Here is the Chalmers gauntlet which candidates for employment in his service have to run:

Can he give a surety company bond? You can dodge this question all you like and make excuse for certain men who cannot give this kind of a bond, but in ninety-nine cases out of a hundred there is something wrong with a man who can't give a surety company bond.

The next thing, Has he a reason or an excuse for leaving his last employer? Can he give his last employer as well as his previous employers as references?

Did he work as a boy, or was he brought up in complete idleness until he was of age?

Did he learn to overcome obstacles in his youth, or did he begin to tackle the problems of the world as a full-grown man?

The next thing, of course, is a perfectly obvious one and many seem like a foolish one, but are his habits good? I don't mean by this is he 100 per cent. good, but is he a decent sort of fellow?

Does he over-indulge in things which he should not?

Would he impress you favorably if he were trying to sell you something instead of applying for a job?

Has he saved any money? If not, why not?

Can he get to the point quickly, or is he one of those fellows who take a circuitous route?

Can he answer objections quickly? Try him out by asking him to tell you three reasons why he thinks he can sell your goods, and in this way test him on his ability to think quickly and to give logical answers to questions when put to him quickly.

Is he quick-tempered? A little hard to determine this, but as a rule quick-tempered men do not make the best of salesmen, because every man weakens himself in the eyes of another when he losses his temper.

Is his voice pleasing or rasping? A silly question, you may think, but one of great importance to the man who is seeking an opportunity to sell your goods.

Has he respect for the opinions of others?

Do his voice and manner impress you as carrying conviction when he makes a point?

Has he got enthusiasm in his nature? Does he state a thing enthusiastically and is he positive in his statements?

Can he listen as well as talk? In other words, has he terminal facilities? Does he know when to stop talking?

Is he easily discouraged when told he can't have a job or that you don't think he can sell the goods?

Is he willing to undergo a course of training before he begins to sell goods, or does he think he knows enough about it.

What it Costs to Break in New Men

What does it cost to hire a new employee? J. O. Craig, a Chicago employment agent, in an address on this subject said that it cost his company $27. He said that Andrew Carnegie put the cost at $35, with the average for breaking in salesmen varying from $300 to $1,500.

"The cost of breaking in new men can be reduced by employers being more painstaking in selecting men," declared Mr. Craig. "There is too much hiring on impulse; too much dependence on first impressions. First impressions are good, but they ought to be backed up with knowledge.

"It has been our experience that when men are picked according to specification the percentage that fail to make good is much lower than when they are picked according to the cut of the jaw or the shape of the forehead or the man's general appearance. Phrenology is undoubtedly very useful in selecting

Help Wanted Male

Twenty-five cents an agate line.

AN ADVENTURE IN BUSINESS

(NOT FROM THE ARABIAN NIGHTS)

Mr. Mc—, (32 years of age), who has been a successful lumber salesman nearly all his life, found himself recently without a position. Happening through a happy chance to read our advertisement, he decided that HERE was an opportunity to capitalize his selling abilities for more money than he had been receiving. Result of his first eight weeks' work with us over $1,400 in cash commissions, and he has deferred equities in the business of approximately the same amount.

This is a human document open to your scrutiny—a story from real life, the hero of which is now in our employ. Best of all, it can be duplicated by any energetic man who has been a successful salesman, and who has the work habit, combined with our original selling methods. We have a similar opening for one or two successful salesmen who can furnish gilt-edge references. L. A. Cerf, General Agent, Mutual Benefit Life Insurance Company, 135 Broadway, New York.

Desirable salesmen answer ads like this

men, but as yet there is too much uncertainty connected with it to satisfy your hard-headed employer. He prefers to catalogue the qualifications the man must have to fit into his job, and by a man's past accomplishments arrive at his conclusion.

"Right here I might say that the biggest waste of all in connection with hiring men—and this applies to salesmen or bookkeepers, general managers or office boys—is that the person doing the hiring does not make an effort to find out in advance what the future ambitions of the applicant are. It is useless and foolish to pick an alert, ambitious, and creative man to keep your books. He won't stick. Back in his head he is thinking of his future, and he feels that it is not with you but with another firm. He is ever on the lookout for that firm. He is not in sympathy with his work. He is a bookkeeper, not because he likes it, but by force of circumstances. He has the personality of a salesman, and unless the employer is in a position to advance him ultimately into selling work he ought never to be put to work on books. Don't labor under the delusion that all the men about you must have common characteristics such as 'snap' and 'punch,' because qualities which

are an asset in some kinds of workers would be a liability in others. So you must have in mind one type for salesmen, and another type for clerks and another type for copy writers and so on.

Deliberate Before Discharging an Employee

"Remember that it will cost you from $27 to $1,500 to fire a man, so hesitate before doing so. I believe that there are certain qualities in any man which if brought out can be of use to a business. But it is the duty of the boss to search for these qualities and bring them out. The poor bookkeeper may have just the qualities that make a good salesman, and vice versa. If you have spent a lot of money in training a man in any position it is good business to experiment with him in such departments of your business as seem to fit his ambitions before letting him go.

"Employers of men should not discourage their men from coming into the office and talking over their ambitions and troubles with them. The most successful businesses are those where the whole organization is working at top efficiency, and you can't have such a condition unless every man is interested in his work and sees a future ahead of him. So I say, talk to your men and find out what their future ambitions are. Then do everything you can to develop them in that direction. Set a goal of their liking for them and watch how they will respond. You can't get the best out of a man who feels that he is only holding down his job until he can get something better.

"For this same reason it is often unwise to employ a man at a smaller salary than he was getting. This is particularly true, I think, among sales organizations. Some sales managers think that if they can get a $3,000 a year man to work for $1,200 they have done something. But they haven't, for that man is dissatisfied at the start, and will seldom develop into a maximum producer, unless there is some unusual chain of circumstances connected with the condition.

"It has been our experience that a man with an anchor, by that I mean a man who has a wife and family, or who is paying off notes on a house, or even a man with a hobby which costs money to keep up, will take his work more seriously and be more sure of making good than the man who is care-free. I think that, other things being equal, men of that type will cost less to break in. But there is no doubt that if employers as a class would only take the time to inquire into the inner ambitions of men, and develop them along the lines of their ambition rather than along the line of his own immediate need, the cost of breaking in new men would be very materially decreased, for there would be fewer to break in."

Getting Ready for a Good Job

Since employers are becoming expert in the selection of good men, and since their standards of selection are going up, up, up, it becomes very clear that the man wanting a good job with a good company, at a good salary leading to a larger one, must drill himself to become a desirable man and must do this drilling in his present position. Time was, before the day of the scientifically trained and science-using employment managers, when applicants for positions could "bluff" themselves into good jobs. Whether or not they could hold the jobs they got for themselves is another matter. But to-day and to-morrow the really good jobs with good companies are likely to go only to those men able to pass a good and searching examination for them.

These articles in Marketing should prove of the greatest value to ambitious men as an index to them of what employers are demanding in the men they engage as salesmen and to fill other positions of responsibility and opportunity. Similarly, this article should suggest to employers who have given inadequate attention to the matter of the selection of sales managers and their sales staff the very great importance of choosing men carefully and intelligently, and what are some of the tests to apply when candidates for employment are to have their applications considered.

HOW HE DOES IT

A Salesman is induced to disclose his selling tactics

OFTEN it requires considerable dexterity to pry a salesman loose from his pet hunch. He regards it as peculiarly personal property. "I just go ahead and tell 'em about our wonderful goods and our advertising and the fine firm back of it all,"—but he doesn't. He singles out certain odd facts or peculiar arguments that experience has taught him make the most profound impression on his customers. But rarely will he admit it—sometimes because he does these things unconsciously. One must catch him in the act.

This happened in one instance when an office man accidentally opened a salesman's sample case. In place of display models which should have been in one half-section were row upon row of gaudy-hued pencils. "What's this? A side line?" he queried.

The salesman grinned, "Hardly, souvenirs." Then after some persuasion he continued: "And just between us here's how it works. When a prospect says 'No,' I never protest. I never argue. Were I to do so, it would put him on the defensive, and the next time I came around he would all the time he thinking: 'There is a man I must'nt let get the advantage. If I do he will sell me.'

"So when he says 'No,' I take it sweetly. I'll drop in next time. But before I go, I want to leave him a little souvenir. I open up my sample case, and after his eyes have taken in the pencils he registers curiosity to know what is that odd little section of copper wired asbestos packing in the corner.

"He has never seen anything just like it before. In fact, he has no earthly use for it in his business. It is used in only few trades. But he is inquisitive and picks it up. He asks questions. And gradually—painlessly—he reopens the discussion himself, and we get back to shop before he knows it. So, although one side of my sample case looks like a toy shop, it turns the trick."

The Magic Effect of an "Appointment" on Sales

And relating the experience to another of the firm's salesmen, this magic bit of strategy was offered:

"When I call on a merchant to try to get him to stock our brand," confided an old-timer, "I don't present my proposition and then with fawning phrases ask if he won't put in a stock. It's as bad as saying 'You don't want any goods to-day, do you?

"I tell him that we have carefully checked up his credit—which is true. I tell him we have also investigated his standing with his competitors and with the community—which likewise is true. I tell him that only after being satisfied in every detail, we have decided to *appoint* him as our local representative. The fact that he has to invest money and put in a stock is incidental. By doing the thing right, he feels we are conferring an honor—and buys bigger than if I tackled it from the negative angle."

Returned Officers Should Make Good Salesmen

IT has been suggested in several quarters that returned officers should offer good material for the making of successful salesmen. Many of them are not going to be satisfied with "inside jobs." They will want fresh air, activity, independence and variety.

But even more interesting is the argument that their army training and experience has developed qualities which if properly directed should qualify them for selling. They have gained many of the requisites—good health, courage, a capacity for leadership, self-confidence, and a strong sense of loyalty.

These young men should be encouraged to capitalize their newly-acquired qualifications, for good salesmen will be much in demand during the next few years.

McConnell & Fergusson are placing an extensive campaign in the farm press for the Live Stock Branch of the Department of Agriculture.

An advertising campaign in connection with repatriation work is being prepared and placed for the Dominion Government by the Baker Advertising Agency.

If your idea is to mix with the second-raters—mix with them, but do not imagine that fits you for larger company.

I was waiting in Norwalk, O., the other day for an inter-urban. I saw this sign over the lunch counter—"*Stir your coffee—quit wasting sugar.*"

Get that—"stir." Get the good stuff in circulation—same with ideas. Stir up your organization once in awhile.

SALES STIMULATING STATIONERY

Some ways of getting sales power in stationery. These suggestions prepared for a booklet published by the Mortimer Company and reprinted by permission.

By Louis Victor Eytinge

ONE of the great publishing houses, Doubleday, Page & Company, increased their mail sales in one line fifty per cent. by means of an improved letterhead. Among others of the sets of books sold by them is one called "The Nature Library." Ordinary stationery had been used a long time and their advertising department decided on a change. A lithographing printer used his selling sense and evolved for them a beautiful piece of stationery that showed at the top a bit of forest scene in all of Nature's color work. Along the left margin were printed, by the offset process, a bluebird with wings poised in flight, a butterfly fluttering over a group of flowers and similar little things. The stationery, despite its use of multi-colors, cost little more than ordinary one-color stuff, for the offset process is a real economy in large editions and the resultant sales opened the eyes of this house to the possibilities behind stationery designed to aid sales.

The letterhead is the most neglected tool in the advertising man's kit, when it should be one of the most serviceable. Too often it is hodge-podge of inharmonious typography or a smeary spread of factory picture or futurist color design, taking up more than half the area of the sheet. The letter's heading, the stationery, can be made one of the strongest supports of the campaign. It can be made simple and dignified, vividly virile, strong in selling value or heartily human. It can even indulge in a serio-comic smile at times. As much daring, as much originality, as much plain nobility, as much force, character, effectiveness can and should be in the letterhead as in the display copy. *Pennies spent in improving the stationery pay dollars in profits.*

Your stationery—and by this I mean both letterhead and envelope—serves just one purpose; as a means of the transportation of your ideas, your message. It is NOT particularly representative of your taste, for while you might prefer an expensive paper and engraved designs, the profit from your letters, the margin of cost for mail sales, may prevent the adoption of personal preferences. Again, you must consider the people to whom your letters are to be mailed. If they are of the type to be most influenced by the severely chaste, or by the bold, heavy display style, then your stationery must harmonize with their inclinations. Or the matter of your letters may demand an expression of real economy.

Consider also the product to be sold. Diamonds, works of art, professional service, period furniture and the like cannot be satisfactorily sold when you use cheap, gaudily printed, flamboyant stationery; nor would one appreciate the efforts of the machinery manufacturer who wrote you on delicate heliotrope paper with an engraved heading after the manner of a jeweller.

Granted that your stationery must be representative of the dignity and aspiration of your house, granted that it is your salesman and that its dress is that which wins for your sales story the favorable reception you desire, when we come to design that same stationery we find ourselves confronted by a task that is not at all simple, although it may look extemely so in your eyes. *Not one business man in a hundred can design efficient stationery.*

The letter carries a distinct "load." It is to do some specific work, and the first thing to decide, when you plan your correspondence paper, is the purpose of the letter. Shall our letters convey simple ideas, create confidence, build prestige, exercise persuasion? These and other factors are points of utmost importance.

After we have determined the average purpose of the letters for which we are to design the stationery, we come now to the problem: how will our letterheads help our readers to assimilate our ideas, and, under this topic we ask such questions as—shall the letterhead show our business, the facts about it, a picture of the goods or product, shall it give an impression of age, of size, of dignity, of individuality, or must it indicate artistic taste, mechanical skill, or manifest genuine efficiency?

Now that we know what our letters are to do and what part the letterhead is to play in explaining this mission, we come to the important consideration —our resources for handling these needs. This does not mean financial resources alone, rather the mechanical means by which to arrive at the desired points. We must decide what its general effect shall be, which depends not only on the contents and character of the letterhead, but as well upon the method of its presentation, treatment, paper stock, and just as much upon the type of our average reader. Do you begin to see now the possibilities and difficulties in planning the letterhead? Never give your printer a blunt order, "Turn us out ten thousand letterheads in two colors." Rather should you answer all the questions I have raised and instruct him to prepare designs that will best meet all your requirements.

Every business house should have two or more types of letterheads. The regular, or standard, is to be used for general correspondence where business contact has been more or less established; a second or third or more designs are to be used in promoting that contact by mail or in paving the path for the salesman who closes the contract. Even where the business relation has been established for years, an occasional bit of variation is most desirable. Men grow tired of seeing the same old letterhead in their mail basket, and surely if your stationery is as much the representative of your firm as your travellers, you expect it to have as much change of dress as does the human agent of your house. Supose that you try to picture the very best salesman you know, coming to your office every other day, always with the same black suit, the same cravat, the same hat, the continual dulling monotony, how long would it require before your patience broke its bounds and you'd cry out, "Jones, pour l'amour de Michel, get a new suit and dress differently once in a while. You're an eyesore."

It is right to use the lithographed reproduction of your factory or home office building on your stationery when you are required to impress upon the minds of prospects some conceptions of your size, if that size means low prices and good service. A bank is eminently right in imprinting its bank building on its paper, but only when it occupies the entire building and that building is a beautiful example of architecture, indicating strength, rugged integrity, nobility of design. The use of the factory picture, even when entirely proper, carries with it an opportunity for criticism, since your readers may have decided opinions as to the desirability of factory types other than yours.

The common practice of imprinting long lists of officers on the lettersheet is both good and bad. When the names used carry considerable weight, as with the directors of a bank, or when certain industrial chiefs are noted for their efficiency and alertness, then these names are an advantage. Otherwise the use of names, lacking in prestige with your readers, is a waste of effort. Societies, charities and the like are justified in using prominent names on their managerial stationery. The larger banks are discontinuing this practice, as are the more modern industrials.

For standard stationery, let us have an appropriate design, preferably by some known typographic expert, in a severe simplicity, with perhaps just a bit of trade-mark or ornamentation; for advertising and sales-stimulating letters, let us by all means have letterheads that actually aid selling.

Do you recall the average stationery used by small-town shoe-dealers, consisting of the old-fashioned wood-cuts of a man's boot in the upper left corner and a woman's shoe in the upper right? Then think of the relief one experiences when you pick up a letter, typed on rough text stock, across whose top is imprinted in silhouette style the pedal extremities of a dozen different humans of all ages and conditions, walking in the two directions. It was, apparently, the view one would have were his eyes to be limited to a height of twenty inches and watching the passing throng. There were the stubby play shoes of the children, the dainty dress boots of milady, the broad-toed comfort shoes of the elderly, the heavy soled footwear of the laborer, the dressy lasts of the man of business and affairs, the whole indicating not only the large and varied

stock carried by this dealer, but also giving him a peculiar prestige among people who were impressed by his alertness and modernity in business matters.

The man selling accident insurance may list his companies, their financial standing and a host of other detail upon his letter paper, but if he were conducting a campaign by mail he would be handicapped by the stationery of some other agent of equal experience and standing, if it showed, in one upper corner a small pastel picture of an auto accident and in the other upper corner, a similar pastel of the convalescent propped up in bed, smiling because of the company's check in his hand. The merchant tailor may use a beautiful bit of heraldry as the sole ornament to his standard correspondence paper, but if he conducts any extensive mail effort, he will find it quite an advantage to use little pen-and-ink drawings of different operations in tailoring. In fact, one of the great paper companies was so convinced of the illustrative value in stationery for tailors that it supplied hundreds of printers with electros for letterheads along the very lines indicated, solely for their advertising value.

Anyone living near a fertilizer factory is quite competent to assure you that fertilizer should be a difficult thing to sell by letter, if the mere word conjures up such imaginative smells. There's an American fertilizer firm that sells huge quantities by letter, because their stationery pictures what the product will do, not what it is nor where it comes from. Their paper is richly colored, using the offset process, showing a charming cottage in white and green with grey thatched roof, set back from the road on a luxuriant lawn, that is dotted with green shrubs and flaming flowers.

The largest manufacturer of fine ready-made clothing, uses full page colored pictures in his magazine space, and then supplies his dealers with attractively printed stationery that reproduces these same magazine displays. It serves as a linking up of the dealer to the national advertising, besides giving cumulative effect to what both dealer and manufacturer may do for themselves.

How to prove to his prospects that his service staff was able, was at the home office and was always ready to aid the buyer, puzzled the manufacturer of dwelling houses. A photo, showing the six service architects poring over the blue-prints on a drawing board, some with measuring or drawing instruments in their hands, the whole imprinted over the headline "The Blank Service Staff are Yours to Command," turned the trick very happily.

Most manufacturers of machines are complacently content to show these machines in black and white on a lifeless lithographed letterhead. But, pick up any of the modern engineering or mechanical trade journals and study their advertising pages, alive with action pictures, human interest pictures that flag your jaded senses into keen alertness. Is there any reason why similar action pictures of your machines in use, would not add a similar attractiveness to your letters? A client found this out, when we planned a series of six letters, each letter to discuss a separate advantage of this machine over those of competitors. Each letter had a different picture of the machine, with a competent machinist putting the device through that particular operation, explaning the work and results. I ask you, frankly, are you not *more impressed* seeing a device in action, than seeing it idle and unexplained? So are your patrons and prospects. Figure it out.

Another client makes baby-carriages and his letter to mothers goes out on suede finished, india tint stock, and, imprinted all over its surface, in delicate undertones, are dozens of laughing children, delightfully naked, while in the last inch at the bottom, as a border decoration, are other babies, charmingly clothed and tucked snugly into their attractive go-carts. An actual test of the same letter copy on the old and new stationery, to an equal number of names, showed returns of 1¾ and 8½ per cent. in favor of the new paper. What a difference, and that too at an initial cost of around one hundred dollars for drawings and plates.

A well-known sporting magazine long held to an old-fashioned letterhead which showed an old-fashioned muzzle-loading rifle hung across the antlers of the moosehead above the mantel. Oh, yes, it was appropriate, but it suggested out-of-date methods, and its continued use made it monotonous, so a new set was designed, all in colors, made most effective by offset lithography One shows a hunter out in the fields of golden stubble, clad in hunting garb, dogs on the steady point and gun poised ready to lift to shoulder with the whirr of wings from the rising birds. Another shows two chaps running a rapid, their canoe laden and the tan on face and bared arms mark the real outdoor chap. Another shows an alert angler, fighting the finny fellow, as he wades the swirling stream. Would not such stationery secure your subscription or your advertising contract far easier than the old one-color paper? The aforesaid firm has never gone back to the old time stationery.

Don't wave your hands and tell me, "That's all right for some firms, but my business is different." Man alive, I've had years of experience in mail efforts, for hundreds of lines, and I say very bluntly, that there is no business, other than the purely professional non-advertising lines, but what can profitably use ideas similar to these. If you don't believe it, put me to the test.

Take real estate, for instance. Once upon a time—which is the way all true tales start—I had a campaign to sell Florida lands to residents of the New England States. The letters went out when the States from New York to the Maine boundary were covered with snow and ice and the letterhead was a fine bit of high-lighting with one half-tone plate. It showed, beginning at the top, a snow-bound country scene, gradually merging (towards the bottom) into a warm, appealing, semi-tropical picture of Florida palms and waters. Another real estate campaign of six letters uses double tone green ink, on india tint paper, showing a different aspect, with each mailing, of this agent's park-like subdivision.

A burglar turns away from a house-door in disgust if it be equipped with Yale locks; and the hardware dealer who sent out form letters which pictured the scene on his letterhead and argued protection to the home, made more sales of other household hardware in the two weeks following its mailing than at any time before, except during special sales. Would this have happened had he used down-in-the-rut stationery?

If you have ever handled or sold glassware, pottery, china and kitchenware you know that 95 per cent. of these products are ultimately bought by the women folk. Then, ask any dozen housewives you know, if they are not likely to be more tempted by a letter coming to them on delicate bluish paper, carrying at the top a drawing of a happy home-maker at her kitchen table, making a mouth-watering pie, while all about and on the work-bench are choice utensils. Ask these women if ordinary stationery of typographic treatment only, would have the same pulling power.

If you make carriages, does your letterhead carry a picture of your factory and a lot of branches? Ah, then it is perhaps the factory that you are selling and not the product. Well then, why not advertise the manufactured product more? The letterhead of a well-known carriage company shows a young couple in a new buggy, enjoying their Sunday spin behind a spanking mare, the whole work proving a fitting subject for the advertisers. A farm-wagon house shows one of their heavy farm-wagons, loaded to capacity, being hauled to a waiting market by a pair of shock-coated Clydesdales, the farmer and his lad beaming from their seat on high, probably because of the satisfaction gained from their wagon, whose side offers advertising opportunity to its maker. The automobile maker does not picture his polished car in its showroom, but his letterhead shows a party of six, their auto stopped at the crest of a hill, while they rapturously enjoy the purple hills of the horizon and the environment of the green woods and ripening fields. He is picturing enjoyment, not mechanics, and his letterhead has earned dividends.

When a well-known refrigerator company sends out letters to grocers, they picture, in bright colors, a model grocery on their letterheads, with the manager at the ice-box, selecting some choice viand. When the letters go to butchers, the pictured letterhead shows the white-aproned meat cutter at his ice-box. When it is an hotel, the manager sees the kitchen of some hotel company, with the chef smiling happily because of the temperature of those salads seen behind the glass door. And so it goes, a change for every line. Isn't there a gentle hint here for every one, whether he makes ice-boxes or drill presses?

Speaking of drill presses, one enterprising sales manager caught the beginning of the flood that marked the entrance of women into machine shops with the departure of the men for the front. His letterhead shows a battery of drills, tended by a group of attractive girls, neatly clad in their overalls. The picture aided him in bringing home his sales argument: Our drill machines are so superior that untrained girls can fill the missing-men gap. Who catches an inspiration from this incident? Then act upon it immediately.

When letters are signed for the Ideal Stencil Machine Company, the letterhead is not a one-color thing with a picture of a machine in one corner. No, indeed, for the design shows a

(*Concluded on page 30*)

Quality Not Always Strong Selling Point

Quality is not a strong selling argument in selling certain specialties to women, in the judgment of the sales-manager of a large manufacturer of electrical goods. At one time he thought it was—that putting quality in the product and advertising that quality was all that was necessary to create a demand. And it did—with the jobbers and retailers. They all welcomed a household line backed by the reputation of a company whose name was known in practically every home in the country!

So the salesmen thoroughly covered the field—an advertising campaign was carefully planned and carried out—dealers were furnished with window cut-outs, counter cards, etc.—and the goods were placed very successfully.

But they didn't move. Many dealers returned the new line after a few months—"awfully sorry, but they simply won't sell! I don't know why, for the life of me. We use the excellent window-trim—clerks showed the line at every opportunity—but it was no go."

The sales manager was getting his mad up. What was the matter? He mentioned his difficulty to a business acquaintance who had experience in selling to women who, after looking into the details, gave this advice:

"In putting this new line on the market, you did exactly what you were accustomed to do—you advertised quality above everything else, and in so doing you neglected the greatest factor in American purchasing—the Great American Housewife!

"Women look for one thing first of all—appearance. If the article in question isn't what they would consider 'good looking,' they are not interested further. Quality is always a secondary consideration. They expect that. Of course it is not possible to make a flat iron look like a Tiffany creation, but you undoubtedly get our point.

"We recommend three important changes:

"First. That you employ a draftsman who knows his business, have new patterns made and make the articles in this new line 'good to look upon.'

"Second. That you immediately discontinue the copy now running. Dress up your white space to appeal to women, talk appearance and the little nicieties of your articles and let quality come in the background linked up with your name and reputation.

"Third. That you make an entirely new department of the new line, employ a manager who understands selling to women, give him full authority to direct the advertising and sales in his department."

These recommendations were followed, more attractive styles designed, a special department organized and new manager employed.

The advertising plan and copy were left to the new manager and the agency. Photographs of beautiful girls using the new appliances were made. The copy talked beauty, handiness, convenience, daintiness, comfort. Not a word said of quality! Not one single word! The idea of quality was carried out by suggestion alone. The name of this nationally known house was played up across the top or bottom of the pages in a dominant way.

The dealers no longer complained about the demand. The salesmen were always welcome. The goods stayed sold and, last but not least, the S. M. of one of the greatest institutions of the country had learned his lesson. He never enters a new field on speculation. He finds out all there is to know about it—first.

Advertising and the Peace Shock

One of the most dreaded after-the-war bugbears is that the price of materials will fall so rapidly that manufacturers will hold off buying until the bottom of the market is reached. In the meantime, of course, there would be almost universal stagnation.

While it is true that a falling market is most treacherous, and usually makes buyers cautious, it is not likely that the manufacturer who has a well established product will calmly ignore the demand for it while the commodity market is declining. The trouble with many of these old economic theories is that they have not been altered to harmonize with modern conditions.

Commerce is no longer guided so absolutely by the law of supply and demand as it was in the old days. That does not mean that economic law has been repealed, but that it is no longer so inexorable. Its ruthlessness has been modified by Government control. And above all, it has been influenced by modern merchandising and sales promotion.

The old commerce was too much a business of speculation. The manufacturer was selling a price. To succeed his price must have been right, but he could not have had it right and at the same time make any money unless he bought on the fortunate side of the market.

To-day, however, the manufacturer who makes a standard brand that is well advertised, is not entirely at the mercy of the market. Price is no longer the paramount factor in his merchandising. He is not dependent on lucky market turns for his profit. People do not buy his goods, primarily, because of their price, but because of certain qualities that his trade-mark stands for. This man's business is obviously not subject to the violent fluctuations that beset the manufacturer who produces unbranded goods that represent only "price" to the buyer.

There is a constant every day flow of orders to the advertiser. People look to him to supply them with certain kinds of merchandise. It makes little difference to them what condition the raw material market is in. That manufacturer's success depends on maintaining this steady trade. His advertising puts him under a sort of implied obligation not to disappoint his people as long as it is humanly possible for him to continue his manufacturing.

Therefore, it is almost a safe bet that advertisers will not suspend operations while the market is absorbing the shock of peace. Of course, they won't plunge in their buying while the price level is uncertain, but they will buy enough to keep their goods going out to the folks who want them.—*Printer's Ink.*

The importance of keeping the trade informed during the transition from a war to a peace basis was strongly emphasized at a recent convention of specialty manufacturers. Liberal use of the trade papers by manufacturers and jobbers was urged, that retailers might be guided and encouraged along right lines. This would tend to better control of disturbing factors.

Cantlon with McConnell & Fergusson

Harry D. Cantlon, for the past couple of years an executive with the Baker Advertising Agency, has returned to McConnell & Fergusson, London. He is well-known and much esteemed in advertising circles, having some years ago been advertising manager of the Bank of Hamilton, and later with

Mr. Harry Cantlon
Presented with gifts, gold and good wishes on leaving Baker Adv. Agency to go with McConnell & Fergusson

A. McKim Limited and the Gagnier Advertising Service, Toronto. He was prominently identified with the copy-work in connection with the recent Victory Loan campaign, and as a producer of advertising copy of a high order is regarded as having few equals in Canada. He was previously with McConnell & Fergusson during 1916.

INCREASING A SALESMAN'S CALLS

Describing a practical idea which has been successful in selling typewriters and even be adapted to almost any line of business. From an recent address before the New York Salesmanship Club.

By John M. Bruce
Vice-President Remington Typewriter Co.

WE feel sometimes that it is selfish and unpatriotic for us to think of our own business or even commence as a whole in the face of this world cataclysm. We all feel at times that we should give up everything else to enter the trenches and do our bit to make the world safe for democracy. If we all did that, we would lose the war. War to-day is a problem of distribution. Each man who does his best toward efficient distribution, whether distributing munitions or food products to the soldiers direct or distributing other products which will help in producing those products, such as approved office appliances and other labor-saving devices which will release labor for other vocations, is doing his bit.

The point upon which all successful selling must rest, and I am going to illustrate this point by a frankly personal description of the methods we use in our own company, is getting the salesmen to cover their trade. I may be accused of giving away company secrets and that in giving this information out our company is losing an advantage which we now possess, but I do not feel that such is the case—there is a broader and bigger view to take.

How Many Calls Should Result in Sales?

If we have 1,000 salesmen calling on 20 people a day, it means that 20,000 people a day are given some particular information about the value of using the typewriter. We cannot hope, and do not hope, to be able to convince all of these people, but we can convince two or three out of the 20. Of those we do convince, it is a certainty that some will buy our typewriter and some will buy someone else's typewriter. We are far better off and the industry is better off and the country as a whole is better off if all the firms follow this as there will be that many people convinced, and insofar as our company is concerned, we will receive in return for the typewriter prospects which we created who bought competitors' machines, some of the prospects created by our competitors who will buy our machines. Therefore, looking at the matter in a large sense, there is no indiscretion in the following description of our system:

Give me two salesmen (of equal ability)—let one make eight or ten calls a day, as the average custom is in almost every industry, and let the other salesman make 20 or 25 calls a day. It follows just as night follows day, that the man who makes the 20 or 25 calls a day will also make a corresponding increase in volume in his business. In such an industry as the typewriter industry, he will do more, as he will make a remarkable increase in the quality of his work—that is, by calling on people who have never used typewriters. In nearly every specialty we find the entire trade engaged in violent competition for the *established* business. There is a little spot of green cultivated area on the map of yellow arid wilderness, and in this green spot one competitor's salesman chases another competitor's salesman month in and month out, skimming the skimmed milk of the business down to the bottom of the pail. No one realizes that the real green and fruitful fields lies in the cultivation of the desert outside of the green area. No one realizes that in this field there is no competition.

Picking up Business in Your Own Yard

The place where "the wicked (competitors) cease from troubling and the weary (second hand machines) are (not so much) at rest" as non-existent, lies in your own backyard; it is the place you have all skipped by; it is the place that never saw a typewriter salesman; it is the TANK TOWN—and there are about twenty-five tank towns in most territories for each "movie" town. Of course, the bright lights are mighty attractive and alluring and the "thrilling" movie show is a great joy, but the Maxuma lies thickly scattered in the tall grass that grows in the main street of the tank town.

Why Salesmen Need Little Recreation

Put a stop watch on yourself and figure the number of hours that you actually work in a day, or that you can work in a day, as a salesman. It will jolt you to know how few they are. By that, I don't mean that you are not busy all day long, but I do mean that with the time you have to ride on trains and trolley cars, and with the time you have to spend in getting from one place to another, there are mighty few hours in the day that are actually spent in productive work. No other class of men have a job with as much recreation in it as salesmen have, because change of occupation is recreation. The boy that stands at the lathe all day has to work all day long at just one thing, but a salesman has to walk or ride from place to place between calls, making a break which takes all the monotony out of the day's work.

Now, I would not ask any man to give up the comforts of his home and the pleasures of home life and be a drudge all the time, but when I was on the road it was just as much fun (and far more profitable) to cop an order at night as it was to lose money to a country hick, who could play pool better than I could, in the hotel—and I never yet met a country hick that I could trim over the hills and valleys of his home town pool table.

Calls Come Cheaper Than Circulars

There is one very simple way to get calls and that is to PAY FOR THEM. It is so simple that it has never been done until very recently. None of you mind spending 15c. each to send a circular letter to a customer, because that is what it costs you to send general letters to customers and you send them by the thousands, and the large percentage of them go into the waste basket. But, at first thought, most of you would hold up your hands in horror at the thought of paying a salesman for a call! What do you pay them for? In many places you pay salesmen straight salary and in many you pay salary and commission. What is that salary paid for? You pay for calls, but don't know whether you are getting them or not, the difference being a great proportion of the flat salary is paid to the salesman to shoot pool rather than for calling on customers.

We pay 10c. for each canvas call; 5c. for each repeat call and 25c. for each demonstration, and we have just doubled the number of calls and demonstrations. Instead of starting the man off in the beginning of each month in debt by the amount of his drawing account until he has made it up in certain size sales, we have reduced the size of the commission after having placed it where we wanted it in scientific proportion sufficient to allow us to pay for these increased calls without increasing the total commission, and the man can earn his drawing account without making a single sale out of his calls and demonstrations, but he could not possibly earn it that way without making sales because the sales come themselves.

Efforts That Come Home to Roost

I remember one illustration in a certain southern office of a salesman who had been "hanging on by his eyebrows" for several months. He took up the bonus system and went to work making calls on prospects. The first month he earned $80 on calls and only $50 on sales, and it looked as if we were paying altogether too much money, because the commission on those seven typewriters he sold was exorbitant at $130. But the next month, as a result of the calls he had made, that same salesman sold twenty-eight typewriters and the most he had ever sold before he started under the bonus system was nine typewriters in a month. He has now become a consistent and persistent producer of high class business and has an established future with the company to-day as the result of his work under the system.

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Frank E. Galgraith, for many years manager of the printing department of the Acton Publishing Company, Toronto, has left that concern to go into business for himself. He was tendered a complimentary banquet and presented with a handsome clock, as evidence of the esteem in which he was held by the editorial, printing and executive staff.

USELESS LETTERS

Many unnecessary letters caused by hasty reading and partial answering of correspondence. Also some more about "limps" in letters.

By S. Roland Hall

ANY one who writes or receives many letters knows the truth—that an appalling number of useless or unnecessary letters have to be written day after day, week after week, just because the letter-writing job wasn't done thoroughly at the first attempt.

You have had this experience over and over, and you know how you feel about it: You write about something and you get a partial reply. One matter that you asked about was overlooked. Your correspondent had read your letter hastily and was accordingly only half-way prepared when he replied. Or something that he wrote he was enclosing or was sending separately was missing by the stenographer or the mailing room. So you wrote again, and then the other man wrote again and said he was sorry for the oversight. Two extra letters; altogether, three letters where one was sufficient. Two-thirds of the time the postage and the stationery all for nothing in this day "of the high cost of working."

The waste of time and material and the wear on patience because of the lack of throughness in letter-writing always was terrific, but right now when we are trying harder than ever to put business on an efficiency basis, such unnecessary work is criminally wasteful, is unpatriotic.

The illustration just used was drawn from the other fellow's misdoings. But all of us must admit to ourselves that we are guilty of the same negligence to a greater or less degree. Because letter-writing is an every-day affair, there is danger of our regarding it as routine work—forgetting that our correspondent does not see the dozen good letters we wrote to others but just the one we sent him.

How many times a week, in the correspondence that you are responsible for, are letters read so hastily that your reply does not really answer?

Doesn't it happen now and then that, in your desire to be concise, you are so brief that the other man does not feel that you gave his first letter enough consideration and writes again?

How often do you content yourself with a general or technical statement, don't give the detail that would enable the one at the other end to understand, and thereby make it necessary to explain further?

Don't you frequently argue something needlessly or with little tact, thus drawing another letter that must be replied to?

Isn't it almost an everyday occurrence that something which was to be enclosed or sent separately is forgotten or delayed, which laxity makes another letter from your correspondent or from you necessary?

You needn't give the answer to these questions to any one else. Just tell it to yourself and cure the evil.

Now and then you hear it said that letters cost two cents or three cents apiece. Some time figure up the number you write in a week and get a total of the time-cost, the stationery and the postage. Divide by the number of letters. The result will very likely astonish you. Letters are wonderful winners and holders of business, but they represent a great expenditure of time, money and material. To get 100 per cent. from this investment means constant vigilance—means working always for a higher standard. One of the best correspondents in America says: 'I learn something new about letter-writing every week."

When we make letters more efficient, we are helping the business world in this day of shortened man-power.

So be courteous, but not curt. Be concise but be complete. Be careful to see that everything is sent that you say is sent, and be as prompt as possible. Save your part of the waste of a million useless letters daily.

"Ready-to-Wear" Letters

Say it to yourself—"As per your communication"—and make yourself laugh. Say it to a friend sometime, when you are answering a request over the telephone, and see what it will bring. He will wonder what has happened to you.

"Per" has its proper place in such expressions as "per square foot," but why such an unattractive Latin word is dragged into general references is something no one seems able to give a reasons for. "A dollar a year" is better English than "a dollar per year."

As for "communication": there are occasions when stern formality makes it appropriate to refer coldly to a man's communication, but for heaven's sake call a letter a letter, a message, a request, an inquiry, a question, a report, or give it some other more appropriate word. Don't call it a communication or a "favor."

"Per" and "communication" are just specimens of a few hundred words that may well be called "letter-writer's jargon." Nobody knows why, but the moment that most people begin writing letters they put aside all the easy, natural language that they use when they talk and begin to express themselves, or try to, in letter-writer's jargon—the cut-and-dried, stereotyped stuff that robs a letter of all its individuality and all the niceties of expression that our wonderful English language affords.

This ugly trait of ours is fine for the new stenographer, for he or she has mastered shorthand phrase-signs for all of the "ready-to-wear" language, and even if half of it is missed in dictation the lost words can be easily supplied. "In reply to your valued favor of the 13th inst., we would say"—Oh, what joy for Miss Stenog. She knows it by heart!

Another variety of letter-writer's jargon is the "legal language" that many writers put in with a twist of the tongue. "In reply thereto," "enclosed herewith," "concerning the same," "attached hereto," "the said document," etc. Whoever first introduced this style of expression into letters should have something dreadful done to him, but he has probably long since passed to his reward. Let's forgive him but do all we can to undo his work. The legal stuff is crude, and most of it is "verbiage"—words that add nothing. "The attached clipping" is better than "the clipping attached hereto." "Herewith" adds nothing to "the check enclosed."

There are scores of ways in which the sense of "We have your valued favor of the 15th instant and in reply thereto would say" can be expressed. Here are a few: "Acknowledging your inquiry of the 15th, we are glad to inform you," "Our prices on the material that you inquire about in your letter of the 15th are," "We are pleased to be able to give the information you have asked for in yours of the 15th," "The following data is, we believe, just what you are looking for."

Good letter-writing is not something to be produced by a lot of rigid rules, but here is one rule that you can take as a general guide: Don't use the exact language that millions of other letter-writers are using. If you close your letter with "Trusting to receive your further favors," you are merely reciting like a parrot something that nine out of ten people use as a closing sentence, and you are advertising to your correspondent your poverty of expression. Canned language is only for those folks who don't dare to compose their own thoughts.

This does not mean that you must be smart, affected or "original" in your letters. Just be earnest, good-natured, courteous and clear.

It is sometimes said that the language of our letters ought to be exactly the language that we would use when we talk to people. This advice should be accepted with some modifications. It is true that we can and should write to some people in just about the same way that we would talk to them, but written language is nevertheless a little more formal, orderly and exact than spoken language, and properly so. Our every-day spoken language is too verbose and disconnected as a rule to look well in type. Most of us can write better than we talk, if we really try. The principal difficulty is that we have used canned language until we have little appetite for the better kind.

The letter-writers of the old days took great pride in the diction of their letters. Modern letter-writing methods have increased the speed of letter-writing but the output looks like factory-made productions rather than hand-made works of art. Few of the letters received in the day's mail carry the stamp of individuality. Few reflect care in the choice of words and the construction of sentences. These few stand out impressively, because the mass bear the brand of "as per your communication." They build prestige and good will for the people who write them. Try it and see.

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The sales staff of Lewis Bros. Limited, Montreal, met in convention the first week of the new year.

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The selling agencies of the Canadian Consolidated Rubber Company in the various provinces have been incorporated as separate and distinct companies—separating the manufacturing end, with a number of factories in Ontario and Quebec, from the sales and distribution end of the business.

COMMENTS ON CURRENT COPY

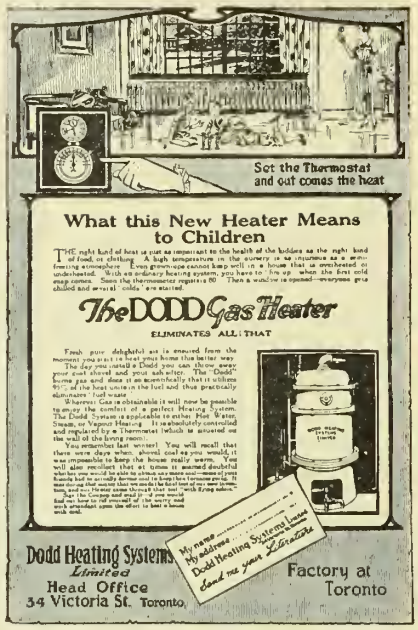
The outside viewpoint of a capable constructive critic who is reviewing current Canadian advertising copy for MARKETING. Readers are invited to submit copy for comment.

By S. ROLAND HALL
Author of "How to Write an Advertisement"

A CORRESPONDENT writes to explain that an advertisement of his composition criticized mildly in the November number of MARKETING for not exploiting the particular merit of the product advertised would have included the individual selling points but for the fact that the manufacturer had no goods to sell during the war-period and was merely keeping his name before the public. This is a hint, by the way, of the difficulties under which the critic of advertising copy labors. There may be a reason, known to the advertiser but not known to the outsider, why some unattractive feature of copy is retained or why some argument that would apparently give the advertisement distinction is left out. There is a case known to the

writer where an exceedingly tame advertisement is run frequently solely for legal purposes; ineffective so far as the reader goes, it is a very effective bit of evidence in suits for infringement of the advertiser's rights. It is also undoubtedly true—and hereby hangs many a merry tale—that some advertisements are written or selected on the judgment of an advertising committee or a member of a firm whose ideas as to what is good publicity may be far from those of an experienced copy man.

Despite, however, what manufacturers may say about scarcity of products there seems to the writer to be no good reason why copy should not give distinctive selling points. Surely it is desirable to hammer these things into the memories of readers though goods may not be available for a long time. The very fact that the reader is cut off from his use of the goods is the best argument for keeping their distinctive quality before his mind by publicity.



Connected closely with the value of simple, strong display—discussed in December MARKETING—is the superiority of simple illustration. It is the natural thing for the illustrator to fill the available space when he makes a picture for an advertisement—to put in all the details and accessories, forgetting that the advertisement must usually strive for attention while in company with scores or hundreds of other appeals to the public, which is quite a different situation from that in which the observer studies a framed picture on the wall or a cartoon at the top of a reading section of a periodical.

The difficulty, when a space is filled entirely with details, is that there is no contrast, nothing standing out, unless the drawing is executed in two different line treatments. One of the wisest old American advertisers once said to the writer: "If you want an advertisement that will get attention, don't make it so smooth looking that nothing stands out. If you do, you may miss getting the reader's eye altogether."

Whether you approve wholly, partly, or not at all, of medical advertising, there is one thing that you must grant: these advertisers have the art of getting effective illustration down fine. The kidney-cure doctor depicts a bent-over man with his hand clamped over the hurting place on his back. No useless accessories to distract the attention. Take the Chase Nerve

Food page, as an example. Here the illustration of the anxious woman stands out sharply, and the part of the figure that is not needed is not drawn. None but an experienced advertisement-illustrator could have drawn such a picture. Most illustrators would want to put an entire home scene into such a picture. It would not be fair to say that some details could not be added without destroying the effectiveness of the simple illustration, but the moment one begins adding details to a scene of this kind there is danger of overdoing it. The composition of the Chase advertisement, by the way, is in keeping with the simplicity of the illustration. Note how the two type displays read together and make a complete message even if the test were skipped.

Looking over the Dodd Heating System advertisement, one can imagine the advertiser defending every feature of the illustration, and yet the top of

the layout has so many units that there is nothing standing out to arrest the roving eye. Had the advertiser contented himself with showing just a corner of a cozy room, with the thermostat over the children's heads and left something to the imagination of the reader, he would have gained in the force of his appeal. Simple as it may seem, many advertising illustrators seem to overlook the fact that effectiveness may be increased by showing only part of a figure or a scene but letting that part be such that it will suggest the whole.

Study the Office Specialty advertisement for a minute. Enough of the filing case is shown to suggest its full size while the different line treatment—an odd technique, by the way—used in drawing the girl's figure make both units of the illustration impressive.

Take the De Laval Silo advertisement as another example. It would have been entirely unnecessary for the advertiser to have shown all the central surface of the silo. With the outline of the silo before him, and the top and bottom complete, the imagination of the reader supplies all the surface of the construction that is missing, and the advertiser has this good-sized space for the insertion of his text. Result; a strongly illustrated advertisement—much stronger than it would have been had a small silo been shown complete at one side of the test. The headline of this advertisement is excellent.

The Greenshields & Co. appeal is still another example of simple, effective illustration. Enough of the man's figure is shown to suggest the whole story of sending money through the mails, and the letter alongside the circle addressed to Greenshields & Co. completes the picture. The headline "Investing by Mail" stands out clearly against white text—no frills, no muddy or intricate background. Some old hands did this job!

The Schrader advertisement, on the other hand, is an example of the overdone illustration. The gauge itself is cluttered up with so much lettering that its outline is almost lost. There was no good reason for showing a complete automobile or the full figure of a man. An illustration of half or a third of an automobile wheel, with a hand operating the gauge—all brought to the footlights of the advertisement and played up as prominently as possible—would have sent home the message about the Schrader Universal Tire Pressure Gauge. As the advertisement stands, it almost requires study on the part of the reader to find what it is all

about, and that is a well-nigh fatal fault of a piece of copy.

The Sunlight Soap folks have the idea of simplicity without question. The sunlight background is most appropriate, and the cake of soap, with the name in distinctive lettering, is right in front, where it ought to be. He is a wise advertiser who pictures the shape of his product on every possible occasion. About the only criticism that a confirmed critic could launch at this advertisement is that inasmuch as the text of this soap sermon is "Sweet as a Smile," the said sweet smile could have probably been made much more convincing with merely the head and shoulders of one sweet-faced woman.

It does not follow that accessories, backgrounds, etc., are always out of place. They often afford just the setting that will give the proper atmosphere to the picture of the advertised product or to the text accompanying the illustration. But the product itself ought not to be lost in the background, and in the case of O'Keefe's Imperial Beers this almost happened. Had the strength of the background been diminished somewhat, the tray with the bottle and the glass brought forward a bit and treated in a way that would give

contrast with the remainder of the drawing, this would have been a Class A advertisement, for the paneling of the text is good.

A distinct advantage of the drawing as against photographic illustration is that it can be made to order and the stage set as you want it. Nevertheless, it is sometimes hard to surpass or even equal the charm and realism that comes from the half-tone made from the photograph. No drawing would probably look so real to the woman reader as the natural and attractive illustration of the young woman attired in the D. & A. Good Shape Brassiere. There may be difference of opinion as to whether all of the panelling and background drawing was essential, but the eye cannot get over the page without stopping on this trim figure against the dark background of the circle, which circle stands out all the more because the surrounding background is in light line. The circle form of display is occasionally overused but it is hard to beat at that. Several heavy displays would have marred the simple effect of this advertisement. The one display of this D. & A. advertisement gets a fine showing.

Marketing and Business Management

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A BIG YEAR FOR ADVERTISING

It is more than mere optimism which prompts the prediction that 1919 will be a big year for advertising—probably the biggest Canada has yet seen. Those in a position to know speak of a "wave of advertising" coming.

Every indication points to a really remarkable renewal of business activity, which will show itself in a substantial revival on the part of firms formerly advertising, who had retrenched or stopped entirely because of war-time conditions—in a large volume of new advertising in many different lines—and in more advertisers and more advertising than ever coming from Great Britain and the United States.

Publishers are already in receipt of many contracts totalling a considerable volume of new business for this year—while advertising solicitors were never more active, spurred on by the encouragement met with on all sides in their calls on old and new prospects.

One does not have to carry an inquiry very far before finding ample support for this prediction, nor for an explanation of these renewed activities. Think of the advertised products whose manufacture and sale has been curtailed through shortage of sugar, now again available. They are planning extensive efforts to recover lost ground. Same with automobiles and the many lines which can now get the needed steel and freedom of operation. Same with flour and cereals and, in the near future, with apparel. Think of the many firms with plans for what they are going to do after the war—now ready to loosen up. Think of the renewed if not intensified competition which must develop as supply catches up with demand. Think—why the problem will be to keep our optimism within safe bounds.

FREE PUBLICITY

The press of Canada has reason to be proud of what it has been able to contribute to the success of the many money-raising campaigns made necessary by the war.

But emphasis need not be placed on the "contribute"—for not the least cause for satisfaction all round was the recognition early secured that space in the papers was a commodity having a real cost and a definite value, and should therefore be paid for. Government departments and many organizations have come to appreciate the value of display advertising, finding its use most profitable when properly organized on a paid-for basis.

For years publishers have been trying to curb the pest who sought in devious ways to use their columns to promote particular interests without paying for the space secured. Through their organization they have been very active in exposing the efforts and schemes of these space-grafters—endeavouring to bring the probity of their reading columns up to par and establish the practice of confining all "boosts" to the advertising columns. They have been congratulating themselves that they were succeeding. Certainly during the last four years substantial progress has been made. It began to look as if the press agent and all his tribe were finally squelched and that the day had come when the editorial and business offices were irrevocable divorced. No longer could anyone boast that he knew how to put it over the business office and get into the "precious" reading columns.

When lo! the press agent bird bobs up again, swells out his chest and forthwith "points with pride" to his success in securing thousands of columns of publicity for the Victory Loan without one cent of expense—"worth many times as much as the space paid for, etc." Government officials, who had almost become convinced that the use of display space was the only proper proceeding, are now given to understand that after all, "free publicity" is really the most important and most valuable. Of course a certain amount of display advertising may be necessary as a means of compensating the publisher, but the really valuable part of the service is measured by the space given for nothing.

And this latest "free publicity" booster, strange to say, is none other than the Canadian Press Association itself—long on the war-path to prevent such use of the reading columns—now pluming itself for having secured so much of it. Following the Victory Loan campaign came a call to all publishers for a report of the amount of reading matter published free. No inquiry as to the amount of display advertising secured by publishers, which must have totalled much more than the space paid for by the Government. Apparently that is not considered of any importance—the big thing was the free stuff. Fearful that this most valuable "contribution" to the success of the campaign might be overlooked these newest free publicity boosters must get a record of every line of it to be placed to their credit. Presumably none of this "reading matter" was "news" which any newspaper would ordinarily have published. Victory Loan activities, monopolizing the time and thought of so many citizens for a considerable period, would not have called for comment—these papers are not supposed to publish anything to promote public interest or report the predominant activities of their local public!

Presumably! Because all this reading matter is to be exploited as a free gift to the Government—worth far more than the amount of display advertising purchased, which is thus forced into the background, if we are to accept C. P. A. officials' estimate.

This "free publicity" was of service, undoubtedly. But much of it could hardly have been avoided by any publication claiming to be a newspaper. And the publishers' organization should be the last to exploit it, especially if it is desired to discourage advertisers' attempts to make use of the reading columns.

STUDY OF SALES MANAGEMENT

We begin in this issue two important, eminently practical and very valuable series of articles dealing with the varied problems of Sales Management.

The one, by E. St. Elmo Lewis, is a careful and analytical study of the *principles* of sales management—and it is a question whether there is any man on the continent more competent to dig into this subject in a way which will yield nuggets of great value to all who will thoughtfully and studiously follow his development of this problem. The series should prove of greatest interest and value to high-power executives facing the increasingly difficult problems created with the growth of large selling organizations—but at the same time should prove instructive and helpful to business and sales managers of smaller firms who may prove clever enough to adapt some of the principles and practices of large scale selling to meet the requirements of a smaller business.

The other series of articles, by John C. Kirkwood, is a review of sales management *practice*, describing in detail the methods followed by sales managers in many lines of business in selecting, training and handling their salesmen, determining sales policies and selling plans, organizing their work, etc. It is drawn from a limitless fund of experience with actual sales problems, under many different conditions, and should furnish our readers with much help, inspiration, new light and renewed confidence in their every day work.

The publication of these two series of articles involves considerable expense, but we are satisfied it will be justified in the value of the information furnished our readers. We believe the succeeding instalments, to continue through the year, will be read with increasing interest and appreciation. Undoubtedly many will want to retain them in their libraries.

TROUBLE BREEDING PUBLICATIONS

Why do so many of our business men persist in patronizing publications whose chief purpose in life is to make trouble for them? Is it not a case of feeding the dog that bites your hand? Few of these trouble-agitators could exist were it not for the "support" so thoughtlessly given them. They are neither recognized nor valued as "advertising mediums." Advertising is almost invariably solicited with the plea of "something to help along a good cause," etc. And the cause that is helped is too often the support of a lot of shysters whose chief object in life is to spread the doctrines of Bolshevism.

Many of these publications are promoted entirely as a means of collecting tribute from those who are susceptible to this form of "pressure." Too often they are utter frauds. Many thousands of dollars are collected every year for "advertising" space in programmes, special editions or organs of unions and organizations of which you never heard, because so frequently they are non-existent except on the order-forms or in the fertile minds of the nervy solicitors. And when they are published, as they sometimes are, what good purpose do they serve, except as a directory of a bunch of firms for some other needy cause to solicit?

The patronage of these pernicious pseudo-publications is a serious indictment against responsible business men—particularly against banks and financial institutions which are so generally victims of this form of graft, yet are expected to uphold and encourage only what tends to the upbuilding of a community. Do they not see how short-sighted, how foolish, how mischievous is this continued submission to the demands of irresponsible grafters?

This question was very forcibly dealt with by B. C. Forbes in a recent address before the Association of National Advertisers. "Forces are at work" he said, which, if not handled wisely, may lead this country into perilous paths. How much did the money some of you spent in trouble-breeding publications contribute to the hoisting of these red flags and to the fanning of the anarchistic, the Bolshevik flames now daring to break out here and there throughout the country You who strengthen and support and encourage publications which grossly mislead the public, which incite revolution, which inflame ill-will against business and capital, which laud revolution and destruction—you who strengthen the power and the influence and the circulation of such publications are more guilty and more condemnable than the scatter-brains who swallow what these publications preach, for you are educated and they are not.

"Therefore, in the name of common-sense, why should you not be expected to exercise discrimination in determining how you shall spend your money as advertisers? Is it asking too much of you, as responsible citizens, as fathers of families, as business men possessing acumen and vision—is it asking too much of you to adopt as a general working policy this test: 'Is this publication which I propose to endorse and strengthen and support by my money a publication that I would be willing to have on my library table and glad to see my sons and daughters read? Is it such a publication that, if its tenets and views were taught in the public schools and the universities of the country, the coming generation would be better men and women?

"You 'buy circulation.' Sometimes you make that statement with a tone of great finality, as if that settled the whole question and ended your entire responsibility. My God! you can buy prostitution. You can buy poison. You can buy rotten eggs. Simply because you can buy them is no adequate reason why you should buy them. If you 'buy circulation' whose net effect is to sap and undermine the fabric of business you are unpatriotic, you are disloyal, you are not even showing business gumption, for in the end if unworthy, incendiary, trouble-making publications gain the ascendancy throughout the country they will make enough converts to tear down the whole business

structure and strew the land with the sort of thing we see rampant in Russia and to some extent in other European countries to-day.

"Let us be entirely frank," he said, "The working classes of this country as well as the public in general feel that they have certain scores to pay off. Ten, fifteen and twenty years ago capital—it cannot be truthfully denied—was arrogant. It rode a high horse. It acted high-handedly. It did things it had no right to do; it did them because it arrogated to itself the power to do them. Capitalists were actuated by pride and greed, not by a sense of justice. Corruption of legislators was rife—'yellow dogs' prowled around the back door of more than one legislative hall. In short, capital, because it had the power, went too far.

"Now, I rather fear the pendulum is about to swing too far in the other direction. It certainly *will* swing too far unless the business men of this country exercise a high order of statesmanship. Labor has begun to feel that it now has the power to do what it likes; labor, formerly the under dog, is beginning to feel that it can become the upper dog. It is beginning here and there to act high-handedly, to exercise absolutism. Labor aspires to climb to the perch vacated by capital."

This does not argue that we should taboo all publications issued in the interests of labor, because of that fact. But it does emphasize the urgent demand for more discrimination—that we must not pass out cheques and give out advertising on the solicitation of someone who claims to represent some labor union or council or congress for the cowardly reason that we prefer to "be known as friends of labor." We should know more about the bona fides of the solicitor—more about the *character* of the publication in which our advertisement is to appear—be more critical about the influence, if any, which the publication exerts.

It seems almost fruitless to point out these dangers. We have known of business men who, after being warned of the fraudulent character of certain publications, or the vicious character of others, have nevertheless given orders for advertising "because" their competitor or some bank or other responsible business concern was in it and besides "they didn't want to risk the enmity of the labor interests." And they didn't so much as know if the solicitor really represented real "labor interests!"

Publications actually issued in the interests of labor have a legitimate field, and if they are honestly serving those interests they merit the consideration of any firm having a message to communicate to the readers of the publication. But pick up many of these labor organs, programmes, etc., and pick out the advertisements which have an interest or message for those who are supposed to be readers of the publication—and how many of them represent legitimate advertising? And how many of the firms represented have nothing to sell, nothing to say, to the union man, but have merely "come across" when invited to do so?

Did this kind of "coming across" ever win you any friends at labor's court—did it ever save you any trouble—did it ever do you any good at all, that you could notice? Did it not rather bring more trouble in the shape of annoying calls from innumerable other solicitors with a seemingly endless variety of publications which "merit your support?"

Did you ever know of anyone who "got in wrong" with any of these "organizations" because he did not find it possible to advertise in many organs, programmes, souvenirs? Did his failure to support them in this way ever "hurt" him? Did he not, instead, manage to gradually drift off the "sucker's list" until he was seldom bothered with solicitations of this character? Ask the man who knows.

When you are asked to support any "organization" or movement, first make sure it is one you can endorse—then make your contribution a *cash* one. Confine your advertising to those mediums in which advertising space can be used to promote the sale of your goods. No payment for "advertising" can be justified on any other grounds. This would be a good "resolution" to start the New Year with.

COST OF NEWSPAPER SPACE

A correspondent disputes our contention that the recent increase in advertising rates by the Toronto newspapers was justified, and that the new rates are "fair." He thinks it a questionable concession when the increase in rates is more than twice the amount of the agency commissions involved.

What does he consider a "fair" rate? On what does he base his judgment as to what newspaper space is worth? It is a question which calls for considerable analysis. We venture the guess that a thorough and impartial analysis would lead to the conclusion that the newspapers would be justified in charging even higher rates—as many of them must do if they are to remain in business.

Some people seem obsessed with the idea that newspaper space costs nothing—that it has to be filled anyway—and if the publisher can fill it with an advertisement, he is so much ahead. And they may be excused for thinking thus, because many publishers appear to have held a similar view, judging from their willingness in the past to dicker on price and accept ridiculously low rates when "forced" to do so.

But the publisher's space does cost him money, whether he realizes it or not. And these costs have jumped—yes, jumped is right,—averaging at least fifty per cent. over costs of a few years ago. Subscription prices have been increased by many papers in about the same proportion. But, generally speaking, the advertising rates have not. So based on costs the publisher must charge about fifty per cent. over the rates of say four years ago, and for the same volume of circulation, and rates in Toronto, and elsewhere, have not increased by that percentage.

Or considered in relation to the market price of newspaper space—the general average price which newspaper space commands—the increased rates asked are clearly justified. They compare favorably with the rates asked by newspapers of similar circulation in American cities of a similar size or larger. Also in comparison with rates paid newspapers in other Canadian cities. If they charged the same rate as the Montreal Gazette in proportion to circulation, for example, their rate would be double what it is. On the same basis of comparison their rates are lower than those charged by Halifax, St. John, Quebec, Ottawa, Hamilton, London, Winnipeg, Calgary and Vancouver dailies, not to mention the many smaller city dailies whose overhead makes a relatively higher rate necessary.

We are champions of no interests but those of the

advertiser But we feel that any advertiser does himself, as well as the newspapers, an injustice if he hold a prejudice against the Toronto or any other newspapers on account of the higher rates which they are entitled to, and must charge if they are to continue efficient mediums of publicity. If anyone thinks differently let him suggest any reasonable basis for concluding that the increased rates are not amply warranted.

BUST-UP BOUND TO COME

Those who have followed the tendencies in the affairs of the Canadian Press Association seem to have ample warrant for predicting an early reorganization of that body along saner, safer lines.

A storm has been brewing in the offing for several years past—in fact, ever since the Association undertook activities aimed to develop more advertising. The feeling has been growing among publishers of farm papers, magazines, local weeklies and smaller city dailies that the Association was being used to advance the interests of the metropolitan dailies at their expense and to their disadvantage. As a consequence, the last couple of years has seen the magazines and farm papers form their own independent associations to promote their interests as distinct from daily and weekly newspapers, billboards and other mediums, and develop their especial opportunities for new business.

The recent attempts of the Press Association to *handle* advertising have made clear the impossibility of any organization representing competing groups of mediums carrying on such work to the satisfaction of all. The jealousies engendered by such activities seriously handicap the efforts of those who, however sincerely, may endeavor to preserve a satisfactory balance of benefit.

The day is not far distant, we predict, when the daily newspapers will finally discountenance the efforts of the few who have been trying to oust the magazines, farm and trade papers from the Canadian Press Association, making it a purely newspaper organization, and will adopt the wiser course of forming their own promotion bureau and association. Probably the metropolitan dailies will cooperate in one organization and the smaller dailies in another—for in a real sense these two groups have distinct and competing interests. Then we may look for weekly newspapers to get together in a national organization or in separate provincial organizations for the promotion of their interests—and possibly the business press will organize for a similar purpose.

Then the Canadian Press Association will exist as a sort of holding corporation in which these several organized groups may hold membership, giving attention only to the legislative credit or other questions which in no degree promote the interests of one group as against another. This would leave the various groups free to devote their attention and effort to aggressive promotion work, each in its own interests, unhampered by any fear of treading on the toes or taking business away from competing groups of mediums.

An organization of weekly newspapers, separate and distinct from their divisional connection with the Press Association, is already under way. Preliminary plans have also been under discussion looking toward an early formation of the much more important organization of daily newspapers. No time should be lost in getting this body on an efficient footing. We are on the very threshold of the biggest advertising era in history, pregnant with possibilities which justify the utmost effort on the part of daily newspaper publishers, unless their opportunities are to continue to be so sadly undeveloped and unlooked-after.

Can anyone explain why so many advertisers prefer to have their advertising appear in the newspapers on Saturday? Most dailies carry as many ads. on Saturday as all other five days of the week combined. Several possible explanations suggest themselves, and we have wondered which is the right one.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR DECEMBER, 1918

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Macleans Magazine	1	420	26,990	549	65½
Western Home Monthly	1	720	24,655	2095	37
Canadian Home Journal	1	800	18,305	638	23
Everywoman's World	1	800	17,983	1648	24½
Canadian Courier	2	728	13,086	135	18
World Wide	4	636	6,274	15	10

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR DECEMBER, 1918

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Total Agate Lines Advtg.
Grain Growers Guide	4	720	71,646	25,215	225	97,086
Farmers Advocate (Wpg.)	4	720	60,911	11,551	196	72,658
Nor' West Farmer	2	720	55,384	15,105	216	70,705
Farmers Advocate (London)	4	720	48,304	14,841	197	63,342
Farm & Ranch Review	2	720	37,427	10,984	240	48,651
Canadian Countryman	4	700	32,444	3,479	398	36,321
Canadian Farm	8	792	26,360	3,870	1,774	32,004
Farm & Dairy	4	700	25,409	15,318	182	40,909
Farmers Magazine	2	420	21,324	321	415	22,060
Maritime Farmer	2	672	15,820	2,115	1,998	19,933
B. C. Farmer	1	420	8,563	512	161	9,236
Rural Canada	1	720	7,614	...	...	7,614
Ottawa Farm Journal*	9	2,432	67,074	3,864	5,635	76,573
Family Herald & Weekly Star*	4	2,432	54,324	878	6,337	61,539
Free Press Prairie Farmer*	4	1,180	30,596	505	4,551	35,652
Farmers Telegram (Wpg.)*	4	2,240	17,327	...	5,598	22,925
Nova Scotian (Halifax)*	4	2,360	8,466	...	5,193	13,695

NOTE;—In comparing above figures consideration should be given the fact that in some cases figures given represent volume of advertising carried in only one or two issues, and in others five issues or more, as indicated in first column. Differences in page sizes also in some cases account for differences in volume of advertising. As some papers accept little or no patent medicine advertising and as live stock advertising is carried at a special rate, they are graded according to total volume of all other advertising. *Are printed in form and size of newspapers and having a different scale of rates are therefore grouped apart from the publications of standard periodical form.

SOUTH WATERLOO
A PRODUCTIVE TERRITORY

Consider the splendid record this district made in the last Victory Loan. The City of Galt and Towns of Preston and Hespeler greatly exceeded their objectives and won an "Honor Flag" for South Waterloo. This would not have been accomplished had this community not ranked high as a productive district.

These energetic people are all readers of the DAILY REPORTER and are purchasers of Advertised products.

ADVERTISE YOUR PRODUCT IN THE REPORTER

Sworn average net paid Circulation for the month of November 1918 . . . 4,182

THE GALT DAILY REPORTER

Co-operation is our motto. Let us have yours.

Come with Us into the Homes of Ottawa's Real Buyers

Let us introduce you to that great, solid, respon sible body of men and women who are interested in advertised products, and have the means with which to purchase them. If your goods have merit, they will meet a ready welcome, for our introduction is a guarantee of your honesty and the honesty of your goods.

The Citizen does not print medical, semi-medical, or other undesirable advertising of any description. November net paid exceeded 32,000.

The Citizen

Ottawa's Foremost Newspaper

OTTAWA, - - - CANADA

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th.

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request.

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Unwarranted Claims

The claim so frequently seen, that a retailer is able to sell goods for less because he is "out of the high rent district" or because he has an "upstairs store" is too often unwarranted, argues a bulletin of the Associated Advertising Clubs. The difference in price is more often based on a difference in the actual value of the goods sold. A declaration adopted by the Indianapolis Advertising Club is cited which, in an announcement to the public said:

1. That a store which claims to sell goods for less because of lower rent is likely to confuse, if not actually to mislead, the public, for the only fair and truthful statement which could be made in this line would be based upon a comparison of rent with the total volume of sales.

2. It is known to all business men that a store centrally located and easy of access can spend more for rent without having to charge more rental expense against each $100 of business done than an out-of-the-way store.

3. It is known to all business men that advertising, by increasing sales in proportion to rent, light, heat and other fixed costs of doing business that run on, regardless of the volume of sales, does actually reduce such fixed charges, in relation to sales.

4. It is known that clerk hire expense must be based upon the total volume of business done, before fair and proper comparisons could be made between one store and others.

5. It is known that some stores with small rent and small advertising appropriations have a cost of doing business that is quite large in relation to their sales, though, as a rule, when the service rendered is considered, the cost of doing business by the one method or the other is about the same in relation to the volume of sales.

6. If this were not true, people would soon learn it and all stores would move out of the central, convenient sections, pay less rent and make more money.

7. If advertising did not actually bring down selling costs, great non-advertising stores would arise on our downtown corners and drive the advertising stores out of the field.

"We respectfully direct the attention of the buying public to these fundamental business facts and protest against all advertising which confuses or misleads the buying public by attempting to make comparisons between abstract figures in cases where, as every well-informed business man knows, only relative figures could be compared with fairness."

Benj. Tooke, President of Tooke Bros. Ltd., Montreal, is dead.

Chilton Gano, for the past five years with Lord & Thomas, Chicago, and editor of Judicious Advertising, has become associated with the W. E. Long Advertising Co.

B. H. Bramble, sales manager of the Canadian Chewing Gum Co., has been appointed to the Board of Directors of the Audit Bureau of Circulations. He is the first Canadian representative on the Board.

Losses Due to Poor Containers

Heavy losses are being experienced by wholesalers due to poor packing and containers according to the president of the National Wholesale Grocers' Association. While claims are made on the railroads for such losses, they entail much labor and carrying charges. Sturdier shipping cases would reduce these losses.

He also calls attention to the frequent necessity for wholesalers' "breaking" the manufacturer's packages because of retailers buying in small lots. For example, "Certain cereals are packed three dozen to the case. It is found that fully 75 per cent. of the sales to retailers on these items are for less than a full case of three dozen. Take items of soups with many varieties from five to twenty-one. These are generally packed four dozen to a shipping case. Sixty per cent. of the sales are for full cases, but these must be assorted to suit the purchasers, necessitating the breaking of at least 85 per cent. of the original cases received from the manufacturer.

"It will be admitted that this breaking of cases causes a great waste regardless of the care exercised in the shipping room, and the extra help required must be added to the expense of handling. The labor cost of getting ready for shipment goods that are required to be broken is ten times what it is to get ready in original cases."

The 5c. package of seeds is said to be a thing of the past. The seed trade is now considering the adoption of a standard 10c. packet, containing considerable more seed than at former prices.

J. B. Coffey has been appointed sales manager for Chase & Sanborn, Montreal, in succession to the late John R. Simpson.

The annual convention of the sales force of Harold F. Ritchie & Co. was held in Toronto during the Christmas holidays.

Quebec fruit growers decided at their recent convention that a campaign of publicity was essential to the best interests of fruit growing in that province. An advertising campaign will be planned in advance of the season this year.

R. E. Dildine Dead

Following a brief illness, R. E. Dildine, general manager of Ames, Holden, McCready Limited, died in Montreal the day before Christmas. His connection with the Company dates from three years ago, when he joined it as sales manager, taking the post of general manager last year. He had formerly been sales manager for Endicott, Johnson & Co., of Endicott, New York, shoe manufacturers, also on the editorial staff of the *Dry Goods Economist* and *Printers' Ink*. His death is greatly regretted by many business friends whose respect he had won in large measure, and who looked forward to his having an important part in Canada's business future.

Farmers Now An Organized Force In Business

Some of our business men do not like it but every business man should recognize the fact—**Farmers to-day are becoming a compelling force in the business life of Canada.**

Not long since, Vere Brown, Western Manager of The Canadian Bank of Commerce, made the statement at a public meeting that the ablest business man in Western Canada was **a farmer.**

What does it mean? Why simply that the business firms which are the first to recognize the change that is taking place in connection with farming conditions and adapt their business relationships accordingly, will be the first to profit thereby.

Four years ago, a little group of farmers gathered in Toronto to endeavor by co-operation to increase the earning powers of the farmers of Ontario. They were inspired and encouraged by the gigantic organization of brother farmers in Western Canada—to-day the largest grain handling organization in the world, doing a business in grain, coal, lumber and general farm supplies amounting to over $65,000,000 in 1918.

That little group of farmers who met in Toronto in 1913, formed the nucleus of the mighty organization now with a membership of over 600 clubs and over 25,000 individual progressive farmers—The United Farmers of Ontario. Their first years' business was a mere matter of $30,000. Their 1915 business in grain, feeds, live stock, groceries, etc., was just a little over $226,000. In the year just closed, their business (in spite of the handicap of war conditions) has almost reached the $2,000,000 mark, and the progress and prospects for the coming year, indicates that the movement is only in its infancy.

Years ago, Farm & Dairy recognized that this movement was inevitable. Having been organized by a company of farmers and dairymen to promote the cause of agriculture, it naturally played an important part in the inception and development of this Farmers Movement. To-day Farm & Dairy holds the closest confidence and is recognized as an outstanding Champion in Eastern Canada of the farmer's welfare. It thus reaches the homes of the outstanding leaders in every community who are guiding the movement. Such homes form the most advanced and progressive class of our farmers in Ontario. The Canadian or American manufacturer who seeks a wider output through the sympathetic good-will of organized agriculture, will find Farm & Dairy one of the strongest mediums for his advertising campaigns.

Farm & Dairy

Canada's National Dairy Magazine

A.B.C. member—Reports on request.

Advertising and Color Rates on Request.

Peterboro - - Ontario

P.S.—In December 5th issue dairy farmers used nearly fifteen pages of their own advertising in Farm and Dairy. This advertising costs them thousands of dollars. These men being farmers, know the class of farmers they want to reach. That is why they use Farm and Dairy. YOU can reach these farmers also through our columns.

Dairy cattle are the cheapest human food producers in the world. Dairy farmers are universally the wealthiest.

MUNITIONS OF MARKETING

A regular department for the review of catalogues, booklets, folders and such other "Munitions of Marketing" as seem worthy of your attention. Put MARKETING on your mailing list, and bring to our notice any art work, engravings and printed matter "made in Canada" which you think noteworthy.

The White Sewing Machine Co., of Guelph, are trying to educate the modern woman to do her own sewing. They are trying to show her the economy and the pleasure of it. More than that they are teaching her the duty she owes herself and her country. The first piece of educational literature is the little folder shown here. It is a two-fold piece, printed on coated stock and is fitted for an envelope insert. The first page carries the illustration "In the Olden Days" and the folder opens to the appeal "In the Modern Days." On each inside wing of the folder is the technical description of one of their machines while the centre page is devoted to sales talk. The folder is done in two colors.

One of the finest pieces of insurance copy I've seen in a long time is the advertisement on the back cover of "Sunshine," the house organ of the Sun Life Assurance Co. It is one of those straightforward little talks which make men sit down and realize that life assurance is one of the best investments a man can make. Other companies in the same line of business evidently think as I do about this ad for it has been copied very closely in Canadian papers. Arthur D. Emory is responsible for the copy. The art work is by Bladen of The Herald Press staff.

* * *

One of the best show cards issued this month comes from E. W. Gillett Co., Toronto, advertising Magic Baking Powder. It is designed especially to appeal to women and for that reason has an action photograph as shown here. Using a photograph of this nature cuts down the art expense and makes a most effective card. Manufacturers of food stuffs are using store cards more and more to help sell their product and they are finding the money well spent. It is a Herald Press product.

* * *

Three years ago Henry Morgan & Co., of Montreal issued a small Christmas catalogue of gifts. It proved so successful as a business getter that

they increased the edition the next year, spending more money on illustrations. The catalogue for this year has just been received at our desk and it far outshines either of the two previous issues. The cover is an actual photograph of one of their ladies' suits and is set in a red circle. All the garments shown are posed on models and everything very tastefully arranged. There is nothing about the book that sets it down as an illustrated price list —it is a real gift book. The size is 8½ x 11½—16 pages and cover. This catalogue is building up a trade for Henry Morgan & Co., just as the Birks and Ryrie jewellery catalogues are building trade for those two firms.

A very fine advertisement in the Saturday Evening Post a week or so ago made me write to Goodell-Pratt Co., of Greenfield, Mass., for a copy of their book "The House That Jack Fixed." It came and I stuck it in my pocket to read on the way home at noon on the car. At noon I got on the car and when I had finished the story I was three blocks beyond my stopping place. The story is conversational and was written by a man who has been up against all the little troubles of domestic life around a home. He takes each tool and not only tells its use, but shows how to get the best results. On each page is an illustration showing action photographs of the various tools being used. Most every man likes to tinker around and fix up things and this booklet increases that liking. With the book came an acknowledgment of my letter and a little card of introduction to a hardware dealer. It was decidedly a most friendly introduction and made

me want to be the possessor of a set of their tools.

* * *

There is a little 3 x 5 booklet of sixteen pages, cut to the shape of the McLaughlin radiator which has a very attractive appearance. The cover is in process colors, as is every second page inside, on the left hand page is a description of McLaughlin cars—or some special point to be emphasized. On the right hand page is a picture in colors showing one or more of the various types of cars made by the McLaughlin Motor Car Co. Both pages have a border representing the front of the radiator. It is a beautiful piece of work, but I would suggest the use of upper and lower case letters instead of all caps on the descriptive pages. All capitals are hard to read. However, the booklet has an appeal that is hard to get away from. It is produced by Reid Press, Hamilton.

The Globe

"Canada's National Newspaper"

announces the

appointment of

WILLIAM FINDLAY

of the Journal Newspapers, Ottawa

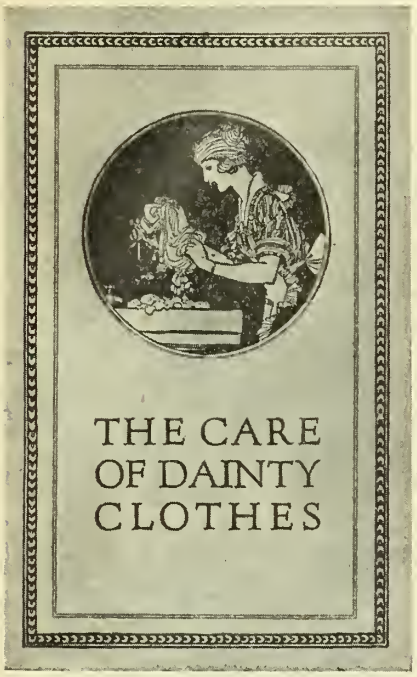
as

Advertising Manager

Effective January 15th

Toronto, Jan. 1st, 1919

"The Care of Dainty Clothes" is the title of a little 4 x 6½ book of twenty pages issued by Lever Bros., Toronto, showing the many uses of Lux. The copy is written entirely from the woman's point of view and is so natural and friendly that it is sure to make many friends for this good product. The booklet is nicely illustrated with pen and ink sketches of scenes that will certainly appeal to every woman Under each sketch is some decidedly good sales copy and on each opposite page is directions for washing some particular garment If dealers will put these books out to their customers they surely will increase their sales of Lux.



"Spraying with Efficiency and Ease" is the title of an envelope enclosure sent out by the Canadian Potato Machinery Co., of Galt. The cover shows one of the outfits in use—the balance of the folder is a straightforward talk about the mechanical details. I like it because there is nothing bombastic about it. Every line sounds sincere—solid facts from one farmer to another. It is no wonderful piece of printing, but it certainly is readable. It will appeal to the class which gets it and it will be read before being destroyed.

* * *

Yesterday for the first time I found out that lead-pencils are made in Canada. I saw a window sign telling me to buy Cane's Canadian Pencils. Down at the bottom of the sign is a line to the effect that they are good pencils. That and an illustration in natural colors made me ask the clerk for one. I tried it and find that it *is* a good pencil—much better than many I've used and as good as the best. I'm willing to wager that there are thousands in Canada who would buy as I bought if they knew such a pencil was made here. If I were in Cane's place I would get out some honest-to-goodness copy and advertise this pencil to the Canadian business-men. Most of us are looking forward to the future of Canada and we want our industries to boom ahead.

A very pretty girl looks up at me from a folder which says "Cook by Wire With a Canadian Beauty Electric Grill." She has such an air of satisfaction about her that I have the feeling that she is proud to own one of those grills. Then I look inside the folder to find out something about the grill and it tells me that I can save fuel and food. Into my mind comes the thought that

I can cook a meal out on the gas stove in the kitchen and not waste any fuel. I also know that there will be no waste food if we know how much to cook—after several years of married life. Then I have a problem worked out telling me how much electricity is generated by burning 100 lbs. of coal. And I think that the greater share of electricity in Ontario and Quebec is produced by water power—by that time I begin to look at the headlines on the other pages of the folder and then I place it aside thinking that I might read it sometime if I get the chance. How easy it would have been to carry the story of the front page right through the folder—not very much copy, but every bit of it appealing to the appetite—to the convenience of cooking on the table; the opportunities for having light meals after coming in from a drive or in the evening when company drops in. I have sold grills over the counter and I have sold them by mail and I know whereof I speak.

can't see how any printer could sell such a job to a client and make him believe that it is good advertising. The figures are poor, the caps are out of proportion. There is nothing to appeal to the wide-awake man of to-day. They might do in some small back-woods in territories like that. If there was an advertising censor in Canada I'm sure that there would be a lot less of the waste-basket type of printing. I wonder why it is that people can't see that it pays to buy high grade printing. Will someone kindly tell me.

* * *

Four show cards came to me during the month supposedly advertising bathing caps made by the Dominion Rubber System. The reproductions are of crayon sketches of girls in bathing suits. Now, that part is all right, but the suits are the most prominent part of the pictures, while the caps fade away very indistinct. There is nothing appealing—nothing that would make a woman want to purchase those caps—in fact, there isn't anything to them which would make a woman purchase any kind of a bathing cap. There is no life to them. They are printed in colors on a brown panel surrounded by a border of green. The brightest spot in the card is the Dominion trade mark—Were I a manufacturer of bathing caps I would get a bathing scene—showing a lake beach with a lot of swimmers. This would be the background. Right up in the foreground I would have my model with the cap—the head and cap to be brought out very distinct. Of course, I would use a pretty girl type—one with a joyous smile. Added to the picture would be some catchy

With the many fine show cards being produced in Canada for the benefit of the retailer I do not think that many merchants would give space to the cards advertising Martime Caps. I headline—some reason why the woman should buy Dominion Caps. I would bring this scene out in natural colors with a lot of life—and I would sell caps.

You Can Sell Your Goods in London

65,000 people are busy making Kellogg's Corn Flakes, McClary's Stoves, Perrin's Biscuits, Sherlock-Manning Pianos, McCormick's Confections, Dennis Steel Office Cabinets, Hourd's Tables, London Concrete Machinery, Lawrason's Ammonia Powders, Spramotor Spraying Machines, Murray's Shoes, Rideau Hall Coffee, O-Pee-Chee Gum, Krackley-Nut, Diamond Flour, Aloafa Bread, Coilene Corsets, Holeproof Hosiery, Quaker Oats, Penman's Hosiery, H. & D. Shock Absorbers, Beatty Bros. Washing Machines and Pumps, Adjusto Mattresses, Peerless Hosiery, good cigars in number only second to Montreal for Canada, and about fifty other good articles. These people are home-makers too. Over 75% of them own their homes.

They subscribed to the Victory Loan 1918, more than $760.00 per home and paid 40% of the subscription in cash.

London's people are proud of their work, need more helpers and are well paid.

55,000 of them read the London Free Press

It will pay you to tell these prosperous, responsive people what you make and why you are sure they will be well served in buying your goods.

The Free Press is the logical medium to carry your message to London people because it serves the needs of the great majority as a newspaper, a constant, fearless, champion of the people's rights and progress.

Advertising rates and circulation distribution from E. J. Guy, Toronto Agent, 302 Royal Bank Building, or any recognized Advertising Agency.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

The Canadian Countryman
Toronto, Saturday, January 9, 1915
THE LATEST CHAMPION MILKER, ROSE PUSCH

Over 30,000 Lines NEW Business in One Week

The last week in December the Canadian Countryman received contracts for NEW advertising, for 1919, amounting to over 30,000 lines. This does not include any renewal contracts that came in. And that is not nearly all of the NEW business this paper has recently booked. It covers only the contracts received during a single week. There is a great deal more new business in prospect, and many old advertisers are increasing their schedules as well. Our two first January issues show a large increase in advertising carried over the corresponding issues in 1918.

It is very evident that advertisers generally have the strongest possible confidence in the outlook for business in 1919, particularly so far as the farming community is concerned. It is also very evident that more and more advertisers are following the policy of concentrating their appropriations in the stronger publications, like Canadian Countryman, where they can be sure of maximum return for every dollar expended.

The Canadian Countryman
Member A.B.C.
GOODYEAR BLDG., TORONTO, ONT.

Wm. Findlay with the Globe

"NOW that Bill Findlay is advertising manager of the Toronto Globe, we ought to get some real advertising leads from the Queen City," the comment of a live newspaper advertising manager, aptly expresses the sentiment of those who know Mr. Findlay, also the need of a man of his constructive abilities which has existed in the Toronto field.

His assumption of the advertising managership of the *Globe*, announced last month and now effective, is regarded as significant. Of all newspaper men he has been perhaps the most outspoken in condemning the bureaucratic attitude of what has been familiarly referred to as "the Toronto clique" as expressed in their policy regarding the payment of agency commission, just recently amended, and again in their determined effort to penalize Government advertising, as explained in previous issues of MARKETING. Mr. Findlay has never hesitated to voice the opposition, commonly felt by leading publishers all over the country but too often silent, to what have been regarded as mistaken policies initiated in Toronto and finding expression through an assumed dominance of the Canadian Press Association.

When the Advertising Committee of the C. P. A. went on record a couple of years ago as recommending that the Government deal direct with publishers and not through their credited agents, it was Findlay who strongly opposed this action, resigning from the Committee at the time, and finally winning approval of the position he took, among publishers and advertising interests generally. He was a member of the Advertising Committee from the time of its organization, was at one time chairman of the Daily Section and held other executive and committee appointments. A natural leader, clear thinker, sound in his policies, well-informed and aggressive he enjoys the confidence and respect of his fellow-publishers and advertising men generally in a marked degree.

He has been business manager of the Ottawa *Journal* Dailies since their consolidation a few years ago with the *Free Press*, of which he had been vice-president and manager. He has been in Ottawa since 1906, prior to that having been circulation manager of the Toronto *News* and publisher of a weekly in Windsor. He has been an active figure in Ottawa business life, having served as alderman for several years, also as a member of the Council of the Board of Trade. The Ottawa *Free Press*, of which he was manager, was one of the first newspapers in Canada to affiliate with the Audit Bureau of Circulations, and Mr. Findlay has been a member of that organization's Canadian Advisory Board ever since it was organized.

As the Ottawa Citizen expressed it, at the time his appointment to the *Globe* was first announced: "The *Globe* has secured the services of one of the most efficient newspaper advertising and business executives in this country; moreover Toronto has gained and Ottawa has lost an alert and conscientious citizen, who has given unsparingly of his time and ability in helping along various helpful civic activities. While Mr. Findlay is to be congratulated on his appointment, The *Globe* too, is equally open to felicitations on the new head of its advertising department."

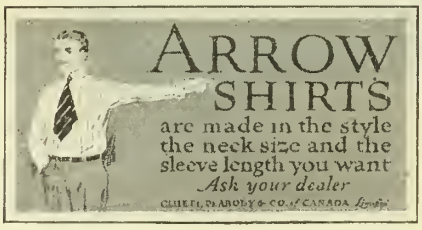
WILLIAM FINDLAY
Formerly Manager Ottawa dailies who has been appointed Advertising Manager of the Toronto Globe

❦ ❦ ❦

How many times do you have to be told a thing before you take action? In other words, what is your percentage of inertia?

Some people hear of a good thing and they act AT ONCE. Their minds are clear and under control. Naturally, they get the good things first and become leaders in their line.

Others hear of a good thing once—twice—thrice—ten times, and then they slowly begin to take notice. They make life a sort of hesitation waltz. They have foggy minds, and their percentage of inertia is high.



Two of the best current cards in the street cars

An Announcement

THE problems of the reconstruction period are already upon us. Canadian business men see the need of more careful study of the problems of merchandising. To render them the most efficient assistance in facing these problems we have greatly increased the size and scope of our departments at the head office at London, and the branches at Toronto, Winnipeg and Montreal.

Mr. Harry Cantlon

is the latest addition to our organization at London. He is well known in advertising circles, for his work on many large Canadian and American advertising campaigns.

McCONNELL & FERGUSSON

"The Agency that Advertises."

LONDON
TORONTO
WINNIPEG
MONTREAL

MULTIGRAPH LETTERS

REPORTING - ADDRESSING
PUBLIC STENOGRAPHER

For firms in all parts of Canada

E. Marie Halter
305 Dominion Bank Bldg.
TORONTO
Telephone: Adelaide 5444

Let Us Do Your Illustrating

We have a most efficient staff of Photographers and Commercial Artists. Our Illustrations are selling thousands of dollars of merchandise. We give the maximum of service, our work is thorough. Satisfied customers will testify that "our drawings draw business." Let us advise with you how to obtain the greatest results from your advertising appropriation large and small.

R. W. MENZIES & CO.
MAIN 2210
Photographers and Artists
325 Crown Office Bldg.
Queen and Victoria - TORONTO

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than any other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

E. ST. ELMO LEWIS
PERSONAL COUNSEL FOR EXECUTIVES

Reports on Sales, Advertising and Marketing Organizations; on Plans, Performance, and Possibilities.

"The Lewis Bulletins," issued Semi-monthly, free to Executives.

347 FIFTH AVENUE
NEW YORK

Quality and Service

Multigraph Letters

Mailing Lists
Adv. Letters Written
Best Produced Anywhere

Addressing Folding Mailing

PHONE ADELAIDE 3313

HARRY EDWARDS & SON
E. BENNETT, Manager
152 Bay Street, - - TORONTO

British Restrictions Withdrawn

Since the signing of the armistice many restrictions on commerce have been withdrawn in Great Britain, according to cables received by G. T. Milne and F. W. Field, the British Trade Commissioners at Montreal and Toronto, while in the case of those that remain, licenses are being granted much more freely.

Orders placed during the war period now have good prospects of being executed and arrangements for new business should be made without delay. The following relaxations, in particular, should be noted:

1. Permits to manufacture and Priority Certificates in connection therewith are no longer necessary.

2. Firms are at liberty to accept civil or commercial orders for immediate execution, thus freeing the engineering industry among others, for commercial work.

3. All the principal kinds of raw materials may now be used for the commercial manufacture of goods for export, but these raw materials themselves may not be exported in certain cases without licenses. Among those to which this condition applies are the following:—

Aluminum.	Antimony.
Brass.	Copper.
Iron.	Lead.
Nickel.	Spelter or Zinc.
Steel.	Tin.

In general, restrictions on the export of manufactured goods have been removed, while they have been retained in the case of raw materials.

A.C.A. Annual Meeting

The postponed annual meeting of the Association of Canadian Advertisers is to be held in the Windsor Hotel, Montreal, on January 22nd and 23rd. At the dinner on the night of the 22nd the speakers will be Jason Rogers of the N.Y. Globe, Stanley Clague of the Audit Bureau, and John Sullivan of the Association of National Advertisers.

O. F. Burkhart, formerly with the *Canadian Home Journal*, has joined the J. J. Gibbons agency.

A Letter can't take care of itself like a flesh and blood salesman That's why we have to be so careful how we write it, when we send it, and where we send it. Because letters and circulars are cheaper than salesmen it seems to be a habit in some quarters to send them over the country in a veritable flood. There is too much carelessness and too much taken for granted—too little thought and preparation. It is possible to send a man sales letters and printed matter too often—good as it may be—you may work a good thing too hard. Hammer at him too often and you are liable to sicken him. He has something else to do than read your business-getting appeals, and if they come too frequently he will be annoyed and your chances of getting his business be seriously discounted.

Hustling in Halifax

We have come to expect striking displays of enterprise in the direction of Halifax, Nova Scotia,—so frequently initiated by the HALIFAX HERALD & MAIL. So quickly did they recover from the devasting shock of the explosion near-a year ago that most people seem to have forgotten that it ever happened. Indeed this misfortune proved a stimulous to business activity, rather than a set-back, as is clearly indicated by the remarkable record rolled up by Halifax in the recent Victory Loan campaign.

A special End-of-the-Year edition of the *Herald* features an intimate review of the business conditions in Halifax and surrounding towns, including much information of value to all interested in maritime trade. "Never in the history of the city" it is stated, "has so much money been in circulation." The paying of explosion claims, large amount of military and naval money in circulation, rebuilding of the devastated district, have all contributed to business activity. There have been practically no business failures in the province during the past year. Substantial increases in customs receipts, building permits, Government expenditures, and in industrial and agricultural production, are reported, while the future outlook was never brighter.

Among the many unique achievements of the HALIFAX HERALD is the service rendered its readers all over the province at the time of the signing of the armisticc. When the news "broke" on Monday morning there were no regular trains by which newspapers could reach outlying towns until late in the day. In order to serve its readers with this important news, the HERALD chartered two special trains, one of which made a run of 300 miles, distributing an edition of the HERALD announcing the stirring happenings.

The HERALD and MAIL were the only Halifax newspapers to distribute throughout Nova Scotia that day—in fact it is believed this is the first occasion on which special trains have even been engaged by a Canadian newspaper to provide prompt service to its readers.

Two days later the Herald dispatched cablegrams to General Currie, Marshal Foch, Sir Douglas Haig, Lloyd George and others, voicing the congratulations of the people of Nova Scotia.

On January 7th at noon a fire broke out in the business section. At 2.30 the Herald had mapped out a little advertising campaign, selling six pages of display advertising by five o'clock to firms located in the burned-out block. It was six o'clock before the fire was under control. This typifies the hustle in Halifax.

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"Marketing manager" is a title being more and more used in place of "sales manager" or "sales and advertising manager." How many in Canada designate their positions thus expressively?

❦ ❦ ❦

Marketing is compiling an index to house organs regularly published in Canada. If you publish one, will you send us a copy?

Suggestion

People do not take time to follow a line of reasoning, because, in the most part, they do not reason themselves.

Reason is a process which is exceptional even amongst the wisest, but suggestion is of universal application.

We reason rarely, but act on suggestion constantly.

Street car advertisements are used by big advertisers, because they are strong in suggestions, and directly hit the line from which people receive their impetus to action.

The most desirable advertising medium is the one which enables you to put your message in the most attractive form, before the greatest number of people, in the most desirable territory for the longest time, at the lowest cost.

The Canadian Street Car Advertising Co.
LIMITED

TORONTO MONTREAL WINNIPEG

POSTERS are the heavy artillery—the barrage—which pave the way for your goods to go "over the top."

The "strategy" which makes their use most effective is the fruit of much experience. This is where I can be of service to you. Let me show you how.

A. R. KENT

Outdoor Advertising
Everywhere in Canada

Kent Building,
TORONTO

Notice to Advertisers

Regarding Our Policies and Rural Canada "Market News"

EVERY dollar's worth of time that can be used by our staff is at the disposal, first, of RURAL CANADA readers. We have set ourselves to the task of keeping the columns of RURAL CANADA so alive and bristling with the matter that is wanted by our readers that they will automatically renew their subscriptions without our being obliged to canvass them.

No Solicitors

LITTLE, if any, soliciting of advertising, other than in this and in other ways through the mails, is the policy of RURAL CANADA under its new owners and managers. We believe that this policy will be appreciated greatly by Agency men, and especially by advertisers whose time will thus be saved, and they will buy just what they want.

"MARKET NEWS"

THROUGH our House Organ, Rural Canada "Market News," we supply advertisers with valuable data about this greatest market in Canada.

"Market News" reviews the general "market," or business situation. It interprets the spirit of this organization, and gives you in minutes more facts about Rural Canada circulation than a salesman would give you in hours. "Market News" is mailed free to advertisers and prospective advertisers; to others the subscription price is $1.00 per year.

No Quacks, No Fakes, No Nostrums

THERE are no fake patent medicine advertisements, no quacks, and no mail-order "schemes" allowed in Rural Canada columns to enter Rural Canada homes,—not anything that will take Rural Canadian money without giving value in return!!!

The Square Deal Policy

RURAL CANADA is published for ITS READERS who sit at the first table and get first choice of everything. Rogues shall not ply their trade through our columns. The "square deal" is guaranteed to every subscriber, reader and advertiser.

Chas. C. Nixon, Editor & General Manager

OUR editor and general manager, Mr. Chas. C. Nixon, B.S.A., is well-known, and we believe most favorably known, to Agency men and to most advertisers throughout Canada, and amongst advertisers in the United States who are selling in Canada. He can be counted on to keep the high standard up and to keep the quality up in RURAL CANADA.

To Assist in Merchandising and Selling

HIS sister, Miss M. Ethel Nixon who has been associated with him in this work for the past year, will be calling on a limited number of prospective advertisers and Agency men, as will Mr. Nixon, in such time as he can make available, and as also will our special tractor and farm machinery man, Mr. Frank Harris, to give information and to answer in person any questions that may arise in the minds of our clients and prospective clients, and to give a valuable service assisting in the merchandising and selling of goods to the readers of RURAL CANADA.

Will Call on Invitation

ADVERTISERS and Agency men desiring to have one of our representatives call, will confer a favor on us by making the request.

NO FREE COPIES

WE do not send out complimentary copies of RURAL CANADA. Every copy must be bought, or wanted. Voucher copies are mailed to advertisers in the issue, and to advertising agencies having business in that issue.

Specimen copies will be mailed to advertisers and to Agencies on request.

Advertisers and prospective advertisers and Agency men may have RURAL CANADA come regularly at a special trade discount of 50% from the regular $1.00 subscription price, paid-in-advance invariably.

To the Public

RURAL CANADA has set the example as the first magazine, paper or periodical in Canada to revert to the price it could be bought for before the war raised prices on everything to an almost prohibitive point.

Single copies are 10 cents each; subscriptions, $1.00 a year, in advance. You can send a dollar bill at our risk, as the Canadian mails are safe. Your money cheerfully returned if for any reason you feel you would rather have it than the New "Rural Canada."

Subscriptions stopped promptly on expiry unless you want to continue and you pay in advance.

Circulation, 29,204.
Net, paid in advance.
Tried, tested, proven good!

CANADA FARMERS' PUBLISHING SYNDICATE
Crown Office Building, TORONTO, ONTARIO

(*Continued from page 10*)

busy shipping room, one chap using the Ideal machine to cut the paper stencils with which to mark the crates and boxes another man is labelling shipping directions, and a third trundling the marked boxes to the trucks. You get a direct impression of the efficiency of the Ideal Stencil system, the machine's speed, safety and surety from the letterhead the firm is using.

If I owned a piano factory, I'd use (and supply my dealers with a similar style of stationery) a beautiful offset heading, in soft tints, that would picture the serene happiness of the assembled family, in the soft light of the evening lamp, as someone played the instrument. Yes, your piano business may be different, but one firm used this same idea for furthering the sale of thousands of their pianos by mail

If I owned fisheries, my stationery might show the sturdy hands hauling in the nets, laden with their leaping catch, a picture that would make one almost taste the freshness of my product. Or it might show a couple of men in a dory, balanced on the dancing waters, while they unhooked the fish from the baited lines, a sort of living picture in green and greys, a real work of art that would make my letter studied and preserved.

If I owned great timber tracts and saw-mills, I'd vary my standard stationery by an occasional use of a green tinted paper, imprinted in the cool colors of the deep woods, with trees lifting their tall heads inspiringly; perhaps the same plates would serve to print the thing in tones of russet and gold, when Autumn made a color poem of the woods. Or occasionally, I'd have the letterhead show an active crew of lumberjacks driving the logs down the flooded stream.

So it goes throughout the entire gamut of business. I do *not*—and please keep this in mind—argue that pictorial, symbolical or advertising letterheads are advisable for all businesses all the time. There are the professions and certain crafts that require the simple, the severe, to properly represent their users. Plain type is characterless and ordinary when set up and handled by ordinary printers—but plain type in the hands of experts can be made to live and speak with expression. And, just as I sternly insist, that for purposes of general correspondence where business contact has been established, a standard form of stationery should be used, and that this be bought in large quantities for resultant economies, so do I insist that when you have a difficult task of sales-stimulating use a paper stock with a heading that will strengthen your sales appeal. Your letter is your sales drama and if it be worth presenting at all, it deserves to be well-staged.

An advertising campaign of unusual character and scope for promoting the sales of a book, was recently carried out by A. J. Massie Ltd., Winnipeg, for the publisher of "Deep Furrows." Three hundred 24-sheet posters were used in the cities through Western Canada, and newspapers and farm farms used, in addition to extensive circularizing, window and store cards. The appropriation amounted to $5,000.

(*Continued from page 5*)
conditions; travel conditions; "jumps," etc.

3. The standardization of travel costs, calls, business by territories and lines.

4. Analysis of the demand by classes. These classes depend on how the goods are being sold, i.e., direct through dealers, or through jobbers and dealers.

5. Analysis of ultimate buyer demand in any case—the buying habits of the different sections.

6. Competitive conditions, so that every salesman may know the things he may go up against and prepare himself in advance. The National Cash Register and Burroughs Adding Machine companies always have a full line of competing machines to analyze and dissect. Salesmen are shown the strong points and weaknesses.

The other day a salesman of an office device said—"That is the first time I've seen one of the———machines. Do you know, it's a corker—has our machine skinned a mile on speed!"

That salesman was "loyal," but he was badly educated. He should have been educated on that machine. He should have been shown that speed in operation was not the essential element in a machine for that particular work, but that the end speed of getting the most accurate work done in eight hours was more important. The salesman had not been trained in the real market conditions. Next to selling a customer, "glooming" the competing salesmen is the quickest way to get control of a territory. You "gloom" him most efficiently when you sell him on the superiority of your product. Comparative demonstrations are generally encouraged by well trained organizations against badly trained men for that reason.

How Market Investigations are Made

1. By the firm through its own organization. Some investigations made by such concerns as the Du Pont Powder Company, Standard Oil Company, Armour & Company, and many smaller concerns, have guided the policies on which these companies produce their returns. They know market control does not "happen."

2. By outside organizations with nothing to sell but the accuracy and dependability of their investigators.

3. By organizations, such as advertising agents and publishers, who must always be open to the suspicion that they are making investigations for the purpose of proving that the advertiser should use their services, in the first instance, or space in their publication in the second.

However, until the larger co-operative industrial and trade associations give their attention more to the important matter of determining where, why and how they are going to get rid of product, instead of fiddling with cost standardization (and I am convinced by experience of its great utility), the matter of scientific market investigation will have to be left to such organizations as those of the great publishers and advertising agencies who can do this work with more or less acceptibility, and with more or less fidelity to scientific technique.

Ottawa Farm Journal Beats its own Records

December issue of "Marketing" showed that The Ottawa Farm Journal carried more advertising than any other farm paper in all Canada.

In 1918
The Ottawa Farm Journal carried more advertising than ever before in its history.

RECORD OF DISPLAY ADVERTISING

1912	754,978	Agate Lines
1913	758,366	" "
1914	711,816	" "
1915	653,744	" "
1916	794,808	" "
1917	821,226	" "
1918	907,760	" "

Ottawa Farm Journal rates are up this year—but still the lowest in Canada among farm papers of standing.

For 25 years the Ottawa Farm Journal has been the farmers' and Dairymen's Bible in Eastern Ontario and Western Quebec, commonly known as the Great Central Dairy Belt.

The steady improvement of agricultural conditions and growth of farm and dairy produce, is due in a large measure to its educative work. The farmers in this district now produce more than half the cheese exported from all Canada.

A market, already made, exists among these farmers and dairymen. They have the money to spend. The Ottawa Farm Journal covers the field entirely. Do you wish further and more detailed information? Write us, or any branch advertising office.

The Ottawa Farm Journal

OTTAWA, CANADA

The Journal Newspapers

The Evening Journal
The Morning Journal Press
The Ottawa Farm Journal
All members of the A.B.C.

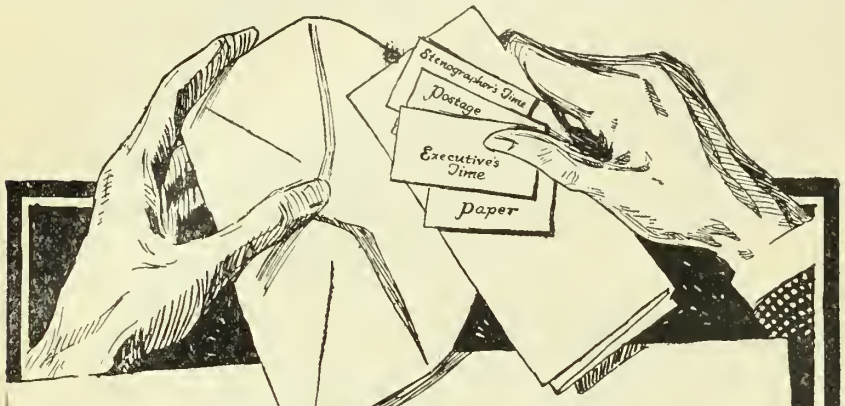
TORONTO — 95 King St. East. J. B. Rathbone, Mgr.
NEW YORK — Chas. H. Eddy Co., Fifth Avenue Bldg.
CHICAGO — Chas. H. Eddy Co. Peoples' Gas Bldg.
BOSTON — Chas. H. Eddy Co., Old South Bldg.

READER INFLUENCE
is what moves the goods from the Merchants' shelves to the Consumers' homes.

THE NEWS RECORD
OF KITCHENER, ONT.

has reader influence developed by more than a forty years independent, high class editorial and news-purveying policy.

Ninety-six per cent. of the News Record's circulation of 3,662 (A.B.C. audit) is home delivered by carriers.



4 Cost Items
go into every letter

Save on one and you ruin the effect of the whole

Into every letter you write, there goes such thought as will result in that letter creating the desired impression on the man who receives it.

You dictate it with care to a stenographer, then you affix several cents' worth of postage.

The paper on which the letter is written is the fourth item of cost. By using a cheap paper you cannot save more than a small fraction of the total cost.

SUPERFINE
LINEN RECORD
FACSIMILE OF WATERMARK

is Canada's standard high grade Bond Paper. The famous "R" Shield Watermark insures that strength, texture and bright "color" which enables a printer or lithographer to do his best work. Sample sheets on request.

The Rolland Paper Company, Limited
High Grade Paper Makers
MONTREAL

We manufacture a bond paper for every purpose. Look for the famous "R" Shield Watermark — it guarantees you Rolland Quality.

Superfine Linen Record — Empire Linen Bond
Earnscliffe Linen Bond — Colonial Linen Bond

Example of Market Study

A western newspaper, the Chicago *Tribune*, made a very interesting and highly informative study of the Chicago market, for the purpose of developing a more accurate, dependable and controllable method of marketing goods in Chicago. That investigation, which was most scientifically conducted, in order to give the newspaper a real control over the influence which it was selling, showed an analysis—

(a) Of population.
(b) Of families.
(c) By classes.
(d) By location of classes.
(e) By buying habits.
(f) By reading habits.
(g) By dealers in each line.
(h) By district markets.
(i) By dealer attitudes toward new lines, advertised products, established lines.
(j) Of department store attitudes.
(k) Of jobbers' attitudes.
(l) Names and locations, capital organization, etc., of dealers, jobbers, big buyers, etc.
(m) Responsive districts for different products.
(n) Competition conditions.

The data covered a much wider range, but the foregoing is sufficient to show what is found necessary by those who are studying their markets in order to control the market demand for their own products.

The same principle may be applied to the manufacturer of machinery, an elapsed-time recorder, or a typewriter —but still too many of our manufacturers will not work on principle, they want a predigested plan and a program ready to hand.

The publishers of the monthly and weekly journals which have the greatest circulations in their respective fields, the Curtis Publishing Company, recently completed a large advertising campaign which they based on an analysis of the market. This analysis has been published under the title. "Where Opportunity is Great."

This analysis makes some interesting findings. It makes some interesting arguments for the goods, but, more valuable for our present needs, it shows how one merchandiser of a commodity (in this case circulation and advertising space) arrived at the thing to be done to maintain his prestige and dominance. A manufacturer with the necessary imagination and power of adaption can get much inspiration from both of these reports.

Essentials of Market Investigations

It will not be necessary here to go into detail with respect to the work of actually making market investigations. The work falls into three main divisions:

Formulation: What is the problem? Classifying the problems, and preparing the blanks, questions, and instructions to be used in getting the answers. A knowledge of the Rules of Evidence will be of great help here. The effort is to narrow the field to certain definite problems, but to go far enough afield to get all the information bearing on those problems.

Most investigations are deficient in this stage; They are not formulated; they compare things, conditions, and facts which are incomparable. They are as often put into the hands of men

who merely desire to get a large accumulation of "facts."

Getting the Facts: This means taking the problems and getting the facts along the lines predetermined as of first, second, and third importance. It is sometimes necessary to get facts as to the bearing and tone of the person who answers the investigator's questions.

Conclusions: The conclusions should lead to a course of action, guided by hroad policies and concentrated into standards, otherwise the whole investigation is of little use.

This last is most important for the guidance of the executive, because the average executive will ignore new tendencies and concentrate on facts hearing on old fields and old policies. One of the main purposes of market investigations is to show the existence of new fields of demand, and to show how to get it at the least expenditure.

The real excuse of investigation is to discover new tendencies in embryo, because the business must he prepared for to-morrow. TO-MORROW is the most important day of any husiness. It is for this reason that Mr. John H. Patterson, of the National Cash Register Company, has always been most liheral towards his Inventions Department, where new machines were being huilt for a demand that is yet years away.

It is the cold logic of development which concerns the husiness manager.

The great success of one generation was up to date; the second generation imitated and refined old processes; the third generation saw it slide down hill, because there was no vision—motion was mistaken for progress.

Finally, the market study is a new idea only in the spirit of the scientist which is being injected into it. Beware of the man who wishes to prove something hy his study. He is not always totally wrong, hut he is generally wrong as to some of his facts, and not exactly right as to his conclusions.

The market investigation is a recall from the idea that the law of averages does not work in the determination of how, when and where goods are hought. The manufacturer is paying for this market investigation whether he makes it or not. He cannot escape it.

MARKET SERVICE AND ADVERTISING VALUE

Team work counts high on the farm. It counts highest at marketing time. In the trade at country points buyers have the city papers pulling away from the farmer with market reports trimmed to favor the city people's interests. The shrewd farmer meets the buyer on his own ground. He knows—by profitable experience—that the "Market Issue" of

CANADIAN FARM

pulls for the farmer; that every turn of the trade at the stock-yards is under the scrutiny of the Canadian Farm's market expert watching for the farmer's interests. Canadian Farm publishes up-to-last-minute reports of all transactions TWICE EACH WEEK and over thirty thousand farmers profit by this service.

Those thirty thousand producers are reached directly —for buying or selling—only through the colums of

CANADIAN FARM

30,000 Farm Homes

Reached Twice Every Week

PRESENT ADVERTISING RATE 15c. PER LINE

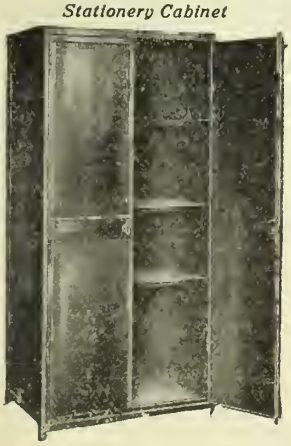
MEMBER A.B.C.

For further information as to distribution, etc., write to

ADVERTISING MANAGER

181 Simcoe St. - TORONTO

Stationery Cabinet



Leaders of Industry in Canada use

DENNISTEEL

Made in Canada

Lockers, Cabinets, Bins, Shelving, Etc.

AMONG others, we serve the C.P.R., G.T.R., Imperial Oil Co., Steel Company of Canada, John Bertram & Sons Co., Ltd., Montreal Light, Heat & Power Co., Bank of Toronto, Hydro Electric Power Commission, Eatons, Simpsons, and scores of other shrewd-buying firms and corporations.

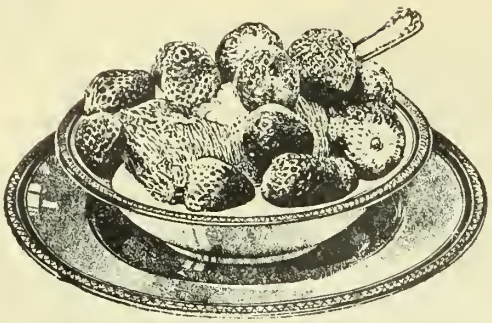
We make everything in steel factory, shop and hospital equipment. A little above the cheapest in price—but the best quality all through. Write for illustrated folders.

THE DENNIS WIRE AND IRON WORKS CO. LIMITED

LONDON CANADA

Halifax Montreal Ottawa Toronto Winnipeg Calgary Vancouver

Wardrobe Lockers



"It's all in the shreds"

ONE of the largest and most successful advertisers in the world is the Shredded Wheat Company.

It says much for the ability and facilities of this Agency, therefore, that The Shredded Wheat Company should have selected us some years ago to look after their advertising in Canada. And the fact that we are still employed in this connection is proof enough, we think, of our willingness and capacity to render satisfactory service.

A whole-wheat product making a clean and straightforward bid for public patronage allied with a whole-hearted advertising service has won for Shredded Wheat a high place in the Canadian Housewife's list of family necessities.

Some N-P Clients

- Auto Strop Safety Razor Co., Limited
- Bowes Company, Limited
- Canadian Chewing Gum Co., (Chicklets, California Fruit Gum.)
- City of Hull
- Cudahy Packing Company (Old Dutch Cleanser)
- Douglas & Co.
- E. W. Gillett Co., Limited (Magic Baking Powder, Gillett's Lye)
- Gossard Corset Company
- Musical Merchandise Sales Co. (Brunswick Phonographs.)
- Monarch Knitting Co., Limited
- Northrop & Lyman Company
- Pedlar People, Limited
- Shredded Wheat Company
- Steele Briggs Seed Company
- Tip Top Tailors
- Upper Canada College
- Waltham Watch Company
- A. R. Williams Machinery Company
- Williams Piano Company
- Wilson Fly Pad Company

NORRIS-PATTERSON
LIMITED
ADVERTISING AGENCY
10 EAST ADELAIDE ST., TORONTO

"It's all in the service"

Two More Dailies Quit

That talk of increased publishing expenses is more than a mere excuse for increases in subscription and advertising rates is clearly evident from the number of newspapers which are finding it difficult to keep going, and the additions to the "casualties" from month to month. During 1918 four long-established dailies ceased publication, and several more underwent reorganization. The latest to give up the fight are the *Calgary Canadian*, formerly the *News-Telegram*, and the *Brantford Courier*.

The *Canadian* changed hands early in the year, but was evidently unable to make the grade with two competitors in a city of less than 60,000 population. The *Courier* has been in existence for over 50 years, and was bought a few months ago by Hamilton interests, who after looking over the field decided there was not room for two papers. The *Expositor* takes over the circulation and good-will, and is now the only survivor of eight daily papers published in Brantford at different times.

Watch the "Waste" When Planning Printing

Whenever a printing job is not carefully figured for standard size sheets, "cutting to waste" becomes necessary. The printer sees pounds of valuable paper trimmed away, simply because a customer was wanting in foresight.

The man who plans his catalog or booklet to cut from a standard size sheet of paper is conserving. It is the fellow who decided to issue a twenty-eight page catalog, say 9 x 9, without once considering whether or not this will involve "cutting to waste" that needs reforming. His order may be a small one, the waste involved if pointed out to him may seem small. But multiply him by ten thousand and we see the serious side of this "what little I am wasting won't make any difference" attitude.

Odd and unusual size printing results every time in one of two kinds of waste. Either good paper must be trimmed and thrown away or, in case of a large order, the paper mill must stop and reset its machinery for a special run. Every time a special size run of paper is made for you, the total production of paper mills on standard sizes is reduced by one or two tons. When you buy printing, plan for a page size that will cut economically from a stock size sheet. Good stock sizes are 25 x 38; 28 x 42; 32 x 44, and others with which your printer is familiar.

The advertising of the Northern Navigation Company, heretofore handled by a Detroit agency, will, commencing with 1919, be placed through the Advertising Service Co., whose recent campaigns for the Canada Steamship Lines have attracted much favorable comment.

"I see Henry Ford is going to start a newspaper."

"Does he know anything about running a newspaper?"

"Must know a heap. I notice he waited until he got $40,000,000 before arranging to run one."—Louisville *Courier-Journal*.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 24,339
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 6,228
One daily in big prosperous farming district, one of the best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,542
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,117
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 40,594
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,097
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (BI-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,805
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

As Necessary as Standard Scales

Advertisers and Advertising agents—men who decide where advertising appropriations shall be spent—have for instant reference in A.B.C reports complete data and important amplifying facts which determine not only the exact quantity of circulation but also its distribution. The many correlative facts in A.B.C. reports furnish a key to the kind of subscribers among whom a publication circulates.

Every point of value to the advertiser is presented impartially and squarely on its merits.

A.B.C. reports establish a complete confidence between the publisher, agency and advertiser. They have given circulation a tangible value.

The day of guess work in circulation is past—the publisher delivers 100% of circulation through A.B.C. audits, which are as necessary to the buying and selling of advertising space as are standard scales to the grocer or a yardstick to the merchant.

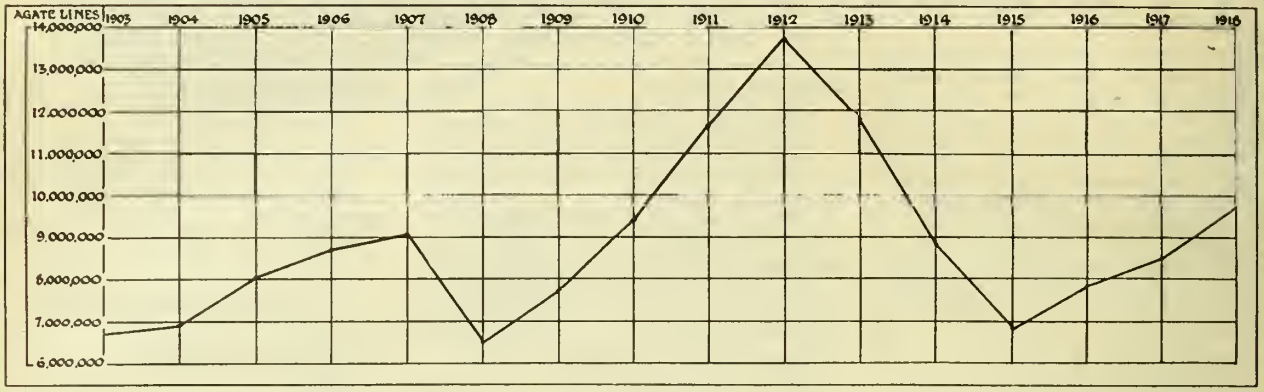
Audit Bureau of Circulations

703 Venetian Building, Chicago, Ill.

1211 Candler Building, New York, N.Y.

What About the West?

The Chart Gives the Answer



THE conditions in the steel industry are said to substantially reflect the commercial conditions at large on this continent, but the general trade conditions prevailing in Western Canada are more faithfully pictured by an examination and comparison of the volume of paid advertising appearing in the leading newspaper of the West —The Winnipeg Free Press.

The chart above presents the figures necessary for such an examination and comparison, and a study of it will reveal to the reader the fluctuations over a period of sixteen years. During these years there have been many changes in the newspaper situation in Winnipeg and the West. In the face of these, however, the Free Press has maintained a position of leadership which has never been seriously challenged, and to-day dominates its field perhaps more completely than ever before in its history.

It becomes apparent therefore that fluctuations in the volume of advertising carried by the Free Press have not been influenced as in many papers by variations in its own position as an advertising medium, but have been determined solely by the commercial and financial conditions which have prevailed from time to time in its territory.

Looking at the chart one notes that 1915 (the first complete war year)shows the lowest volume recorded for the entire sixteen year period with only one exception. The partial recovery in 1916 is indicated by a substantial advance while a further increase is shown for 1917.

The rapidity with which the growth continued is indicated by the figures for 1918 which are only exceeded by those of three years. Those three years were 1911, 1912 and 1913, a period of abnormal Real Estate activity in the West.

Leaving out of consideration the hundreds of thousands of lines of Real Estate copy which ran during those years, the Free Press carried in 1918 the largest volume of permanent commercial advertising ever recorded in its history and it published that volume because commercial conditions in Winnipeg and the West are on a better and sounder basis than ever before.

If you are contemplating an advertising campaign in the West get in touch with one of the recognized Advertising Agencies. They will give you good service.

Manitoba Free Press Company Limited

Winnipeg

Eastern Representative—E. J. GUY, 302 Royal Bank Building, Toronto.

CLIENTS have used in excess of 13,968 lines of advertising in the January issue of EVERYWOMAN'S WORLD—a big increase on last year's January issue.

Month after month these advertisers have continued to invest in the columns of EVERYWOMAN'S WORLD. And from present indications and the orders for 1919 space now on hand, the coming year will see EVERYWOMAN'S WORLD each month carrying more and more advertising.

The biggest clients we have are *increasing* their investments in a surprising way—and particularly in color advertising.

EVERYWOMAN'S WORLD covers are sold for so far ahead that with reservations for schedules now being prepared, it has become necessary to say to our friends—

—"don't ask us for lists of color positions now open. Make your plans—and we'll give you color *when you want it.* We can always run an insert!"

Yes, business is good!

May the world at Peace

—the Excellence of your Product

and

Your Wise and Honest Advertising

—earn for you

A HAPPY AND SUCCESSFUL NEW YEAR

The Directors and Management of

EVERYWOMAN'S WORLD

TORONTO, CANADA.

EACH advertiser should ask himself in a moment of candid reflection:—"How much color should I use in EVERYWOMAN'S WORLD in the next year?"

But before you decide, ask us about our merchandising plan—including coor advertising and its relation to dealer co-operation and consumer demand.

Any advertiser with $2,000 or more to invest in advertising can get more actual results and definite dealer co-operation by the intelligent application of the old old principle of merchandising his advertising as well as his goods themselves.

Advertisers large or small with anything to sell in Canadian homes can well afford to investigate this proposition. We are willing to put our man's time against yours any day and prove our proposition to you.

If you want to catch the February issue of EVERYWOMAN'S WORLD the copy must be in by the 13th of January, the date the last form closes. We had to leave out some advertisements in January, as they came too late—so "dinna forgit" the date.

JANUARY 18th.

January Circulation of EVERYWOMAN'S WORLD, 118,600

10 SERVICE STORES TO HELP YOU SOLVE YOUR SYSTEM PROBLEMS

Stretching across the breadth of the Dominion, from Halifax to Vancouver, is a chain of "Office Specialty" Service Stores, each manned by a corps of system experts—men who make filing systems their business and study—who individually possess a wealth of experience gained through contact with hundreds of system problems in every kind of business.

These system experts render you a personalized, on-the-ground service. They come prepared to analyze your present filing or office system. And from this analysis suggest improvements on it (if any are possible). Or, if the present condition of your system warrants it, they will lay before you tentative plans for a complete and more efficient system.

In the large business centres of the Dominion these system representatives are no further from you than the other end of your telephone. And the service they render costs you nothing.

Backing up and making possible the effectiveness of these centres of system is our central System Department. Into this department constantly filter reports on myriad systems—maybe from Montreal a new Sales Record system installed for a wholesale furrier—or from Hamilton a Cost System worked up for a steel company. Reports of these systems are classified and transmitted to each Service Store in the hope that they may prove of use and benefit in helping business men in widely separated territories solve similar filing problems.

This service we are rendering is finding great favor. Business men like and appreciate it. And we, too, find that it is mutual and profitable, on the theory that business comes where service starts.

And in these times when more work has to be performed by depleted staffs it is proving of value in more ways than one.

If you can use it—please do. If there's undue pressure of work on your shortened staff, here's maybe the relief you want. Telephone or write to our nearest Service Store for a system representative to call.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY FILING SYSTEMS

LABOR SAVING OFFICE DEVICES "Y and E" TIME IS MONEY

948

Marketing
and Business Management

Edited by
WALydiatt

Shifting Conditions

If business stability ever needed an "anchor to windward," it is right now.

One day it looks as if Export business is to provide inexhaustible markets for our manufacturers.
The next day the whole thing looks like a snare and a delusion.

He is a wise manufacturer who develops his Home Markets to the utmost, for there he can figure on results with comparative certainty.

Let Advertising in the Home Markets be your "anchor to windward."

And who is better able to advise you than the agency which faithfully serves over 300 clients.

A. McKIM, LIMITED

Advertising Agency

Address correspondence to nearest office:

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a Copy

FEBRUARY 1919

$2.00 a year

Be Sure to See This Exhibit

WE are arranging a most complete and very attractive display of all kinds of paper boxes, set up and folding, which we will have on exhibition in our show rooms

March 1st-15th

This exhibit will undoubtedly show the most interesting and varied assortment of cardboard cartons and boxes for all purposes ever gathered together in Canada.

We cordially invite you to visit this exhibit. Those who are not among our customers need feel under no obligation in accepting our invitation. We will be happy if you pick up an idea which will make cartons or cardboard boxes more serviceable to you.

RUDD

Paper Box Co., Ltd.

W. P. BENNETT, Pres.

372-376 Richmond Street West

TORONTO

Selecting Customers For You

TO the shopping neighborhoods of Canadian towns and cities come thousands of women with their own and other families' needs to supply. It is a select throng of people—of shoppers.

Out of this select crowd the CANADIAN BUTTERICK QUARTERLIES make a further selection, automatically—of buyers—of women who are *going to buy*, and who have the money to dress in up-to-date style.

These "going-to-buy" women go to the counters of dry goods or department stores especially to buy the latest FASHION QUARTERLY—pay 25c. for it—because they value it as a guide for making their most important purchases.

They take home their Quarterly. No publication holds greater interest for them. No other publication is so authoritative, so up-to-date, so satisfying on the one subject—dress—that most interests them.

More than 80,000 women—
in Canada's shopping centres—
eager for the most authoritative style information—
up-to-date in their tastes and ideas—
able to buy better than ordinary things—
whose preferences dictate what most merchants carry.

Could you talk to an audience more interested in newer, better things—holding greater possibilities of more business?

Canadian Butterick Quarterlies

Forms for Summer 1919 issues (on sale April to July) close February 25th.

Write Manager of Advertising, 53 Yonge St., Toronto, for further information.

Motor Cars as An Indication of Buying Power

THE CITIZEN makes its appeal to all classes. It is the paper of the people, as shown by its large volume of Want Ads. That it also appeals to people who like and can afford the best, is shown by a canvass of the automobile owners of the city. Of 2810 motor car owners in Ottawa 2332 are CITIZEN readers.

Ottawa Automobile Owners Who Take The CITIZEN

Ford	742	Flanders	1	Stevens Duryea	1
Chevrolet	302	Cole	12	International	1
Overland	269	Pathfinder	1	Thomas Flyer	1
Reo	71	Galt	1	Norwak	1
Dodge	78	Kissell Kar	1	Fisher	2
E.M.F.	11	Russell	20	Singer	1
Maxwell	32	National	1	Locomobile	1
Grey Dort	76	Studebaker	69	Diamond Arrow	1
Saxon	24	Tate	1	Grant Six	4
Hupmobile	38	Cadillac	69	Scripps Booth	4
Willys Knight	8	Franklin	40	Olds	5
McLaughlin	237	Oakland	7	Pierce Arrow	3
Briscoe	17	Regal	5	Kewton	1
Hudson	47	Pullman	3	Mitchell	3
Case	2	Chandler	4	Winton	4
Ohio Electric	4	Stoddard Dayton	1	Chalmers	17
Detroit Electric	3	Jackson	2	Metz	3
Paige	18	Woolsley	4	Everett	2
Brockville Atlas	7	Rambler	1	Packard	19
Tudhope	2	Milburn Electric	1	Rolls Royce	8
White	4	De Fanble	1	Lozier	1
Cutting	3	Baker Electric	1	Haynes	4

IN 1917 the Citizen organized and held in co-operation with the automobile dealers the largest and most successful automobile show ever held in this district—the proceeds amounting to over $3,000, being turned over to the Red Cross and other War societies.

The CITIZEN

The Capital City's Clean Home Newspaper

OTTAWA, CANADA

The Circulation of CANADA'S MAGAZINES

makes them a factor demanding consideration in every national advertising campaign.

Through the magazines alone it is now possible to cover every trading community, reaching a substantial proportion of the homes in each—influencing their demands on the local stores to an appreciable extent—with the greatest economy of advertising expenditure.

To exert an equal influence on as many consumers, in as many important trading centres, promoting the sales of your goods through as many different retail stores, would exhaust a much larger appropriation in any other medium. To concentrate your advertising in the few big centres, as is otherwise necessary with a limited appropriation, does not cover the ground—but leaves untouched the substantial trade to be secured in many important towns.

The following figures offer graphic evidence of the service afforded by this group of magazines.

Detailed Analysis of Circulation Figures

Probably the most comprehensive statement of magazine circulation ever compiled. Getting down to "brass tacks" it lists the principle trading centres in each Province, with figures showing the circulation of each magazine in, and within convenient shopping distance of each trading centre. Figures opposite each Province show the total circulation in that province, including additional circulation outside the particular communities listed.

PROVINCES AND TRADING CENTRES	GENERAL MAGAZINES			HOUSEHOLD MAGAZINES				TOTALS for all Magazines
	*Canadian Courier	*Maclean's Magazine	*World Wide	Canadian Fashion Quarterlies	*Canadian Home Journal	*Every-woman's World	Western Home Monthly	
ALBERTA—Total	1,993	6,479	638	4,792	1,317	10,654	10,452	36,325
Calgary	723	1,674	151	1,335	432	1,588	880	6,783
Edmonton	541	1,002	194	1,950	473	3,300	1,499	5,659
Lethbridge	219	408	48	515	212	1,000	842	3,244
Medicine Hat	86	238	32	296	85	561	420	1,718
Red Deer	181	338	61	242	104	578	656	2,160
BRITISH COLUMBIA—Total	1,810	2,853	482	5,865	490	6,027	3,000	20,527
Fernie	13	54	16	205	24	115	115	542
Kamloops	54	116	42	160	16	156	181	725
Nanaimo	22	24	4	158	22	199	54	483
Nelson	37	44	10	208	19	99	113	530
Revelstoke	24	39	12	55	36	63	79	308
Rossland	34	33	9	12	57	46	70	261
Vancouver	1,137	1,877	178	2,701	233	855	247	7,228
Victoria	293	194	42	889	83	424	113	2,038
MANITOBA—Total	3,164	4,932	497	8,243	1,317	8,291	11,400	37,844
Brandon	686	1,258	167	814	351	1,124	3,759	8,159
Dauphin	18	385	31	223	123	272	899	1,951
Portage la Prairie	250	375	33	381	53	382	1,604	3,078
Winnipeg	1,811	2,425	236	6,496	690	3,908	1,035	16,601
NEW BRUNSWICK—Total	3,887	1,759	177	2,253	133	5,179	.....	13,388
Chatham	110	112	14	144	15	111	.....	506
Fredericton	69	93	24	325	25	193	.....	729
Moncton	699	104	31	270	34	441	.....	1,579
St. John	1,695	521	72	761	48	365	.....	3,462
St. Stephen	890	28	8	9	11	33	.....	979
PRINCE EDWARD IS.—Total	60	310	108	381	64	1,674	.....	2,617
Charlottetown	.....	65	39	200	64	381	.....	749
NOVA SCOTIA—Total	2,787	3,267	393	3,117	494	4,153	.....	11,211
Amherst	393	210	18	315	26	205	.....	1,167
Halifax	379	523	58	1,049	177	205	.....	2,385
New Glasgow	452	171	32	490	68	178	.....	1,391
Sydney	841	622	20	409	89	162	.....	2,143
Truro	24	82	27	162	46	98	.....	439
Yarmouth	13	35	33	50	47	115	.....	293
ONTARIO—Total	23,858	31,190	3,473	38,205	21,927	41,984	.....	160,637
Barrie	303	462	39	421	606	586	.....	2,417
Belleville	703	1,076	112	1,179	838	1,463	.....	5,371
Brantford	598	594	71	1,478	665	560	.....	3,966
Brockville	237	339	34	607	471	484	.....	2,172
Chatham	293	768	49	796	601	578	.....	3,085
Cobalt	240	393	26	222	258	256	.....	1,395

(Continued on the next page)

PROVINCES AND TRADING PROVINCES	GENERAL MAGAZINES			HOUSEHOLD MAGAZINES				TOTALS for all Magazines
	*Canadian Courier	*Maclean's Magazine	*World Wide	Canadian Fashion Quarterlies	*Canadian Home Journal	*Every-woman's World	Western Home Monthly	
ONTARIO (*Continued*)—								
Collingwood	370	377	66	370	515	497	Scattering 15 00	2,195
Cornwall	188	422	53	256	413	414		1,746
Galt	232	434	31	798	215	340		2,050
Goderich	260	444	37	464	243	314		1,762
Guelph	379	461	72	537	329	486		2,237
Hamilton	1,520	1,244	214	3,721	899	782		8,380
Harriston	705	697	83	933	612	1,345		4,375
Kingston	231	358	81	700	478	507		2,355
Kitchener	561	472	44	382	295	568		2,322
Lindsay	366	290	38	526	689	1,044		2,953
London	656	1,260	172	1,570	978	717		5,353
North Bay	309	288	18	151	305	269		1,360
Orillia	750	732	75	810	633	812		3,812
Ottawa & Hull	1,701	1,420	354	2,468	1,135	356		7,434
Owen Sound	217	500	49	365	604	290		2,025
Parry Sound	120	269	10	65	234	140		838
Pembroke	153	229	19	300	496	453		1,650
Peterboro	310	377	73	832	672	620		2,884
Port Arthur & Fort William	710	951	52	589	540	208		3,050
Port Hope & Cobourg	358	151	58	239	423	511		1,740
Renfrew	196	136	35	210	511	341		1,429
St. Catharines	576	720	80	564	398	353		2,691
St. Thomas	618	582	60	945	494	450		3,149
Sarnia	376	377	48	409	322	310		1,842
Sault Ste. Marie	280	798	28	344	158	379		1,987
Smith's Falls	189	659	50	897	372	446		2,613
Stratford	88	693	52	711	310	552		2,406
Sudbury	248	926	14	219	237	461		2,105
Toronto	5,473	3,772	1,216	15,376	3,736	6,912		36,485
Welland	450	279	27	258	366	418		1,798
Windsor	1,433	1,304	41	478	554	442		4,252
Woodstock	473	496	59	871	326	297		2,522
QUEBEC—Total	9,173	2,336	730	18,322	278	5,594		36,433
Joliette	95	3	1	90	10	8		207
Montreal	3,911	1,458	338	8,724	93	842		23,366
Quebec City	1,326	63	46	1,489	44	366		3,334
River du Loup	234	2	1	19	9	27		....
St. Hyacinthe	181	29	4	160	24	33		431
St. Johns	72	10	19	9	14	30		154
Sherbrooke	554	324	95	221	29	298		1,521
Sorel	79	3	....	75	12	3		172
Three Rivers	441	16	3	302	25	27		814
Valleyfield	122	33	13	88	17	90		363
SASKATCHEWAN—Total	2,406	6,471	679	4,625	1,582	12,765	13,545	42,073
Moose Jaw	356	502	46	443	285	537	1,446	3,615
North Battleford	55	251	43	117	72	197	975	1,710
Prince Albert	67	190	12	105	124	140	561	1,199
Regina	634	1,063	123	990	364	651	1,368	5,193
Saskatoon	457	1,236	92	1,250	276	755	1,775	5,841
Swift Current	264	391	48	138	111	538	1,515	3,005
Weyburn	61	169	31	270	122	295	1,157	2,105
Yorkton	95	326	57	238	198	1,118	1,896	3,928
ALL CANADA TOTALS	49,545	60,695	7,727	85,803	27,602	97,101	39,617	368,090

*Are audited by the A.B.C.

These figures show the circulation of the different magazines complimenting each other providing for the advertiser's service a distribution, reaching a substantial proportion of the homes in every worth while trading community—relatively proportionate also to the importance of each community from the standpoint of retail trade possibilities.

These magazines offer your advertisement longer life and consequently greater opportunities of making an impression—permit a more attractive appeal and deliberate reading—thus adding an element of great value in even the most comprehensive of campaigns. While strong enough of themselves to introduce or sustain demand for many articles appealing to the best homes in each community—they are also valuable in knitting together and giving national effect, to scattered advertising in purely local mediums.

Further information as to rates, etc., may be secured from any recognized agency or from any of the publications represented.

Canadian Association of Magazine Publishers

Canadian Courier — Toronto
Maclean's Magazine — Toronto
World Wide — Montreal
Can. Fashion Quarterlies — Toronto
Can. Home Journal — Toronto
Everywoman's World — Toronto
Western Home Monthly — Winnipeg

Proof of Maclean's Dominance

Advertisers in MACLEAN'S MAGAZINE are shrewd buyers of advertising space—they buy for results—they buy on merit—the magazine must develop business for advertisers—and hold it.

It is a highly significant fact that old advertisers in MACLEAN'S have increased their space during the last few years—it has paid them to do so. The list of new advertisers is growing—they use the magazine because they want to build for permanency.

The following comparative statement visualizes the growth of MACLEAN'S advertising lineage—convincing proof of MACLEAN'S pulling power.

TOTAL LINEAGE

1917—215,226 lines 1918—247,261 lines

The above figures show an increase for the year of 32,035 lines, and the first two months of 1919 show an increase over the same months of 1918.

1918	1919
January....13,772 lines	**January....20,835 lines**
February...16,035 lines	**February...23,419 lines**

Wonderful Growth of Circulation

Consider the circulation of "MACLEAN'S—70,000 copies now being printed—an increase of over 9,000 copies in four months. This is equivalent to a circulation of 1,400,000 in the United States—figured on a per capita basis. MACLEAN'S is bigger and better than ever before. It is thoroughly Canadian and stands shoulder to shoulder with the finest popular magazine published anywhere.

Maclean's—First On Your Lists

"MACLEAN'S" should be first on your advertising lists—it is Canada's dominant advertising medium—it stands first in the esteem of Canadians—it is their national magazine and nationalizes all products advertised in its columns.

"MACLEAN'S" appeals to a definite class of people. It is read by the leading families in their respective communities—substantial, influential and responsive Canadians. We can give you circulation distribution figures for provinces and counties or in buying zones.

"MACLEAN'S" reduces advertising waste to a minimum because it wields powerful consumer and dealer influence. "MACLEAN'S" supplies the very backbone of broad-gauged advertising and merchandising campaigns in Canada.

Dominate—Use Big Space

The new large size—type page 9⅜" x 12½"—enables you to use dominating space—to advertise with greater effect.

Let us explain why you should advertise persistently in "MACLEAN'S"—at the same time giving complete details regarding circulation and advertising rates.

MACLEAN'S

CANADA'S NATIONAL MAGAZINE
The Maclean Publishing Company, Limited
TORONTO, CANADA

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 2 TORONTO, CANADA FEBRUARY, 1919

EFFICIENT SALES MANAGEMENT

PART II—ORGANIZATION.

In his first article under "Investigation" Mr. Lewis suggested that the marketing of an article was a psychological process. He has tried to show the necessity for knowing the market before trying to sell goods. This objective attitude in sales now comes to organizing for distribution—*The Editor.*

BY E. ST. ELMO LEWIS

WHEN many men, with many functions, aptitudes, and capacities, are to be brought together for the purpose of accomplishing a definite result, an organization is the means.

The organization has two parts—plan and people—physical and psychic, depending for their accent on the purpose of the organization. Most managers place too much dependence on one or the other—rarely do they see the true place of rewards and punishment, the black list and the honor roll, the prod and the torch.

So the fundamental problems in sales organization are not mechanical but mental, not physical, but psychological.

In sales, what is the unit? A sales manager said to me the other day "My market tells me whether the article I have to sell has a demand waiting for it. My market must then be brought in contact with my article—and induced to buy by a salesman. The salesmen and the market must know, understand, and sympathize with each other."

One time, A. J. Lanver, general manager of the Burroughs Adding Machine Company, was speaking to a convention of sales managers

"A territory has many prospects for different machines. These different machines call for different uses, in different lines of business. Each has its 'language', its points of contact, its sets of ideas. If a territory were peopled by Italian, German, French, Spanish, and English in equal proportion, and you could speak but English, you would realize your handicap. As you learn the language you broaden your appeal and capacity for making sales."

The unit is the salesman and his territory—they must be fitted to each other with a precision which can come only from a thorough knowledge of both.

The organization is composed of the bodies, minds, and hearts of its members.

The manager who fails to organize all three of these parts of his men into the service of his plan and purpose, fails to gain efficiency. As an organization is a physical, psychological, and temperamental thing, its scientific treatment must not only consider the mechanics, the flow of authority, and the placement of functions, but it must consider the purely human equation.

"Articles possessing unusual merit frequently go down unheard of in the wallowing sea of comprehensive commerce, because their disposal has been entrusted to sales organizations devoid of merit, whereas good salesmen will create a wide market for articles inferior to those whose fate fell into less skillful hands." Charles Miller, President Galena Oil Company.

"You can't make more money than your employees will let you."—Cass.

"It is generally observable that the originating and incentive type of mind, which materially succeeds first in developing new processes of manufacturing and reducing costs, is at the opposite point of the compass from that type of mind which has grown old and wary in dealing with the public and understands its customers better than they do themselves. In other words, the productive genius is essentially different in its nature and often instinctively antagonistic to that quality of mind which is most fertile in selling capacity."—George Binney Dibbles.

As a sales organization is for the purpose of increasing sales efficiency, and sales are made between men, the human element is vitally important.

The old economist of Mills' day (in whose economics many of present day managers were educated) taught that price depended on the cost of production—and to most managers "cost of production" meant factory cost. But the old economist was thinking more of the necessities produced in the fields or in the small shops. He knew little of the created demand for new articles. The old economist looked on the law of supply and demand as working on an immutable mechanical principle. *The law of supply and demand is a mental law*, as unstable and uncertain in its operation as all mental mass processes. But there are certain fundamentals.

"If we produce an article *for which there is a large demand* and sell it for a price *which most people can afford to pay*, the cost of selling that article will be extremely small." I believe you will unqualifiedly endorse this statement as it stands, but the difficulties which have proven insurmountable to hundreds of organizations, have been that—

1. The demand was not large enough for the article manufactured.
2. The people had to be taught to "afford" the price.

The effort of the sales organization of the past has been, consciously or unconsciously, to educate the prospect to a point where the demand would be manifest, and to obtain a steady market by making the right price.

Among the "old line" sales organizations, salesmen or selling agents, wholesalers and jobbers, and retailers have been used. The work of getting rid of the product was left to the dealer who sold it to the ultimate consumer. The dealer did not always sell it, because he found other dealers after the same sale. Lowering his prices did not get it, because there is a lower price.

Gradually industrial and commercial consolidations fell into disfavor because it was found that *decreasing production by consolidation of plants did not give command of the market.* Consolidations had to pay. Keeping up the prices to pay for consolidations, over-capitalization, and greedy stockholders always brought in the smaller plants. *Pools and price agreements were mere make shifts for poor merchandising methods.*

The old idea of a mechanical law of supply did not work, because the supply was always at the mercy of a new concern, that not knowing anything about the law felt it could make the goods cheaper, better, or had a more effective sales method, and dismissed the failure of the old concerns to make money as due to a lack of proper methods.

So the law of supply is more psychological than mechanistic. The mechanical marketing man lays great stress on the magnetism of "values."

The idea of intrinsic value is pretty well exploded. A valuable thing is a thing which somebody wants. What is valuable? Mill says that competition brings fresh buyers as prices fall, and fresh sellers as prices rise.

Not always.

Lowering of prices, where the public for any reason, say satiation, does not want the article, does not produce demand. This weakens the sellers, and the supply slackens.

Buyers commence to come back after a glut, and as sellers and buyers get together, higher goes price, more eager become the buyers (reversing Mill's law again) and finally we have monoply price.

This is the old Standard Oil method. It is the familiar stock market method.

I have given this space to a discussion of the fundamental principles, because their interpretation lies in the hands of the manager of an organization. The style of organization depends on four things.

1. The management: What is it? What does it know? What does it want to do?

2. The commodity, and its relation to the consuming public.

3. The sales plan.

4. The financing, producing and distribution withal.

An organization depends for its efficiency on what the manager or managers think, and that depends on what they feel and what they know.

We have four types of business manager in our industrial life to-day. Let us designate them by their respective limitations. There is :—

1. The Production Manager.
2. The Financier Manager.
3. The Sales Manager.
4. The Administrator.

The production type is the manager of whom we have a large preponderance in industry—as in machinery and textile organizations.

He gives great attention to technical design—materials, factory equipment, buildings, machines. You will find him giving grudging co-operation to cost accountants and the financial requirements, and his chief pleasure is to find a sales agent or jobber "who will take his output off his hands and give him a profit."

This type looks on the customer as a a necessary nuisance. He resents the customer finding fault with materials or design. A man of this type told me the other day "I want my sales department to sell what I make—I know what I can make—I know what the market ought to have."

The mere trifling fact that the market didn't agree with him as to what it wanted, and refused to take what he said it should have, had no significance. "It was the fault of the sales department."

The production manager, as the automobile business has proven, cannot supervise the service departments. The customer "doesn't know what he is talking about." "The material in that shaft is all right—I bought it." "That steel in that frame is O.K.—I know it."

The production manager refused to indict himself. He does not see the customer as he should, as his employer. This attitude has been further reinforced by the class who say, "Well, let the sales department keep 'em satisfied. What is the salesman for? It ought to be a cinch to sell our goods."

Of course these are conditions just as real and vital as the question of heat units in a ton of coal.

The next type of manager, the financial type, came in with his cost and accounting system to get a line on what the competition was doing to profits, to give greater financial strength to large corporations, and to afford a method of waiting for results.

Each specialist relies on his own specialty.

The financier type expects to make money on every order. There is no such thing as a "sacrifice hit."

"If it isn't possible to show it in the balance sheet it isn't anything worth while," said one youngster who had been sent to audit a company.

The failure of the financial type to understand the human variables in auditing an organization's efficiency, and to establish units for the business instead of relying upon universal units of purely mathematical origin, has been productive of almost unlimited devilitry.

> "The law of supply and demand is a mental law, as unstable and uncertain in its operation as all mental mass processes. The old economist knew little of the created demand for new articles."
>
> "Decreasing production by consolidation of plants does not give control of the market. Pools and price agreements are mere makeshifs for poor merchandising methods."
>
> "The low standard of salesmanship in many organizations is partially due to a mistaken idea of discipline on the part of the manager, and partially because he does not know how to pick men for jobs of which he knows little or nothing. You will generally find in such organizations a management which knows the product, from a technical standpoint, exceedingly well, but little about creation of demand for the article."

The sales manager type tends to four bad practices :

1. Too many types of product—trying to keep up with the known ability of the sales force to "sell something it hasn't got."

2. Too many and too easy terms of sales.

3. The customer must be humored.

4. The salesman is always right—in taking a to-day view of a transaction.

The administrator, of course, it is obvious, is the manager type who unites a knowledge of the market, in its physical and psychological aspects, with a capacity to guide the organization so as to serve the market at a profit.

Organization is for the purpose of increasing human efficiency, not for the glory of any one.

There must be unity. Unity of the hearts and minds and bodily effort of all. This calls for leadership. In selling you have a condition that differs greatly from any other department.

The efficient salesman is a man who can get a job—probably a better one from a financial standpoint than you can give him. The production man, with his tendency to stricter discipline, and his idea of fixity of wages, rarely understands the more temperamental and emotional sales type. The salesman demands a looser rein than the tool maker, the laborer, and the office clerk. The salesman gets it, because he can go where he can have it.

The low standard of salesmanship in many organizations is partially due to a mistaken idea of discipline on the part of the manager; and partially because he does not know how to pick men for jobs of which he knows little or nothing.

You will generally find in such organizations men who know the product, from a technical standpoint, exceedingly well, no matter how little they may know about the creation of demand for the article.

I have in mind now a general manager who thinks position means authority.

"Hear, tremble, obey," is the principle of his discipline. His managers are men who could be replaced at less money. Not one is efficient. A patent monopoly prevents the truth becoming apparent to the stockholders. The sales department has a record of hiring 291 men a year in order to maintain an average of 48 employed.

Another manager of the same amiable type has employed twelve advertising managers in nine years.

Another manager, who looks on his job as a developer of men, has made a consistent gain every year for nine years; leveled up the line of sales fluctuation from a variation of sixty-one per cent. between highest and lowest to one of less than seven; and has decreased the annual changes in office staff from five to nine to one in sixteen, in sales from seven in eleven to one in eight, from one in four to one in nine.

The reason; Leadership.

He said: "When I pick a man, I pick him for development. If he falls down I know I have fallen with him, but I do not take it out of him for fooling me. I try him somewhere else. I teach him. He begins to see that I am trying to help him. We go into partnership for mutual training. We generally win out, although we may end up in an entirely different place than the one we had picked out in the beginning.

Contrast that with this :

"How about that Jones & Co., sales manager in St. Louis? He's been getting the business in competition with our man Smith. Why not let Smith go and make a deal with Jones?"

No sales *organization* was ever built by such a manager.

The mechanics of organization depends too on the commodity.

Where the commodity is universally in demand, the training of men is in detail of operation and use of time; this organization calls for large personal supervision through managers and supervisors, because salesmen are time wasters. Where the commodity requires an educational campaign then the organization must be keyed to educational work.

The plan calling for direct selling, dealer campaigns or mail order selling, means organizations for *keeping*. For instance, direct selling calls for more organization than agent selling. Ad-

vertising departments of a higher grade are required for handling a million dollar a month business by mail than the same amount by direct sales. The sales organization must contain provisions for advertising, training of men, study territories, taking care of customers.

Let us assume a specialty organization. Here are the general functions :

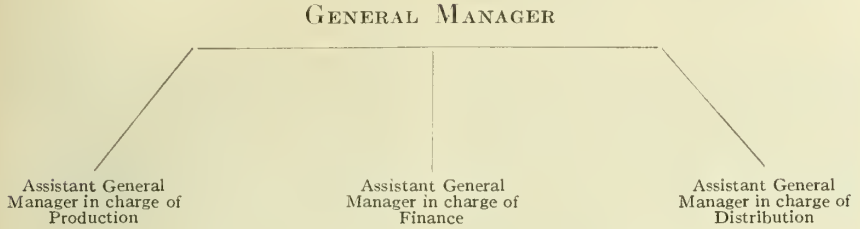


Chart I. Organization of a Speciality House

I prefer the method of nomenclature which uses titles for the purpose of developing responsibility. In the assistant's idea (Chart 1) which follows Hine's general principle,* I have found that the tendency is for men to study other problems than their own. They then understand their own problems very much better, because the study of organization is a study of relationships. The three assistants become an operating committee, with such outside or inside staff assistance as the liberality or the vision of the management may provide.

I have taken a specialty house as a concrete example. (See Chart II.)

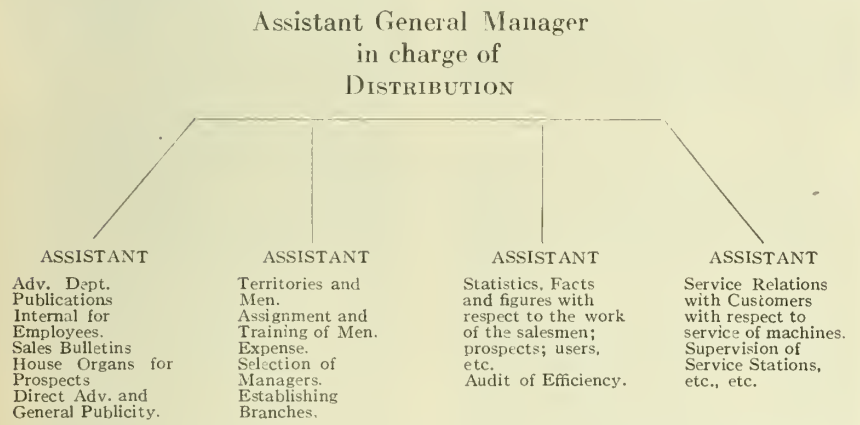


Chart II. Distribution Organization of a Specialty House

As advertising is a part of the force of distribution it functions as a part of the department. If the sales manager knows only the lesser part of handling men, the advertising should be placed under the General Manager.

The statistical is made a separate division because it functions for all the departments, just as the cost and efficiency figures affect the whole factory, and the accounting the whole business and administrative.

The service department which has charge of machines under guarantee repairs and replacements, has been placed under sales supervision because customers must be kept. It is the experience of automobile and machine specialty houses that factory supervision of service means constant quarrelling with customers over responsibility for machine failure. Factory men cannot be expected to admit that anything they design or fabricate is other than perfect. The financial department has no diplomacy and wants to make money on *every* order. It is likely to tie the service department up in red tap of approvals and audits. If you are going to adjust a complaint do it with a smile and pay it at once. The railroads found that the reason for unpopularity among the lay public was in their old idea that they could wear out a complainant. The sales department, with a wider vision of both factory and financial problems, given by the organization scheme shown, operates to maintain the customer on the producing side of the ledger, the main point.

This method is working to the best sales profit effect, because you cannot continue for any length of time to make a profit on the failure of your product.*

Organization is, after all, merely a device by which to execute plans which in the judgment of the managers are calculated to further the aim of the business, i.e., getting profits.

In the organization of a business from the first, the investigation must show what the personnel of the management should be, but as the chief personnel of the management is generally fixed before the investigation, much of what I have put forward in this article is for the purpose of correcting mismanagement and bad organization.

*C. D. Hine: "Principles of Organization."

*Farm machinery people are the only apparent exception to this rule.

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Frank Downey, artist, formerly with Advertising Service Company, has opened a studio at 1 Adelaide St. East.

Rates in Regina

Something of the publisher's difficulties in enforcing increases in rates for local advertising is reflected in a recent dispute in Regina, when one of the local department stores withdrew its advertising from the *Leader* because of the "high" rates demanded.

According to a published announcement of the Regina Trading Company their rate in the *Leader* for "open space" during 1914, 1915 and 1916 was 2c a line. In 1917 the store contracted for a full-page space, agreeing not to use a full-page advertisement in the competing paper. For this page it paid $500 a month. In September a competing department store was absorbed, necessitating the completion of its contract with the *Post*—whereupon the *Leader* was paid $700 a month for its page. In 1918 the rate paid the *Leader* increased to $750 a month, or approximately at the rate of 1½c. a line per insertion. For 1919 a rate of 2½c. a line was asked which the department store refused to pay.

In a published statement the *Leader* says: "Faced by an increased cost of producing our newspaper, well in excess of 50%, the Leader Publishing Co. has endeavored to distribute that increase as evenly and fairly as possible. Some of it we have placed upon our subscribers, some upon our large army of classified advertisers, some upon our small retail advertisers and some upon our large departmental stores, and in only one case has exception been taken to our policy of even-handed impartiality, viz., in the case of the Regina Trading Co. Ltd."

During 1916, 1917 and 1918 the *Leader* has maintained a rate of 4c. a line for "foreign" or general advertising—so that we have here an example of the more favorable terms customarily granted local advertisers, and department stores in particular. A strong effort is being made by many dailies to get these rates up to a fair and equitable basis, in spite of such difficulties as were experienced in this instance.

❦ ❦ ❦

Double Page Ads to be Permitted

The Canadian Press Association has been successful in getting the Post Office Department to abrogate the regulation prohibiting the publication of advertisements across two pages, or what are commonly known as "double page spreads."

The rule prohibiting transmission of such advertisements as second class matter has been a constant source of annoyance to publishers, and has also seemed an unreasonable restriction to many advertisers—principally those using trade and technical publications and magazines.

Whenever a double page spread advertisement was published, mailing of the publication was held up until regular book rates of postage were paid on the entire edition.

The Canadian Press Association has made strong representations to the Department on several occasions, and is to be congratulated on their success in having this restriction removed.

MARKETING ABROAD

A most timely article outlining some questions to be considered in marketing plans for export business. From a recent address.

By WILLIAM H. INGERSOLL
Market Manager Ingersoll Watches

PERHAPS I ought to preface this discussion with the question, "Should a manufacturer establish his own organization abroad?"

The direct method of selling abroad does not fit all organizations. The manufacturer to whom foreign trade is regarded chiefly as a "safety valve"—to be operated at full blast when there is heavy stock pressure and small domestic demand, and to be neglected when business is good at home—obviously such a concern could not use its own organization abroad. Nor can the small manufacturer just beginning to sell goods outside of this country, or the manufacturer whose sales away from home are necessarily limited.

But, apart from such obvious cases, there are many concerns to whom this method will not appeal. To begin with, it is apt to be complex. It does not represent operating along the line of least resistance. It calls for a higher order of organizing and administrating ability than any order method of foreign selling. It requires investment, involves financial risk and it makes necessary a thorough first-hand knowledge of conditions in the country to be covered. To the manufacturer who is not willing to accept these condition my advice is: "Do not operate direct abroad." The export commission house, the general or local distributor on the ground, the manufacturer's agent—all of these offer excellent facilities for the sale of goods with few of the above-mentioned difficulties.

Unidentified articles, with no brand name as a foundation for good will, can be marketed very well through agencies other than a manufacturer's own. If I am selling nails, or flour, or iron as *commodities* and nothing more, I am apt to find almost any distributing method satisfactory. But just as soon as I give my product an identity, as soon as I begin to offer "Holdfast" nails, or "Veribest" flour, or "Everwear" iron—right then I have to begin to look for something more than mere *distribution*. I must start thinking about the establishing of that name in the minds of my trade and of the building of future demand. Such results can, of course, be obtained through the other agencies I have mentioned.

But, for the manufacturer who is willing to pay the cost in money and effort, who wants something more than mere distribution and is interested in the building of a permanent structure of good will based on policies which he himself may control, there are few, if any, surer means than his own organization. Rightly conceived and executed, it is the most powerful, most direct and most permanent business-builder he can have working for him.

Preliminary Survey

Before determining finally upon the establishing of his own organization in a given country, a manufacturer should inform himself on a number of points on which he may base his decision. These may be summed up briefly as:

1. *The Goods.* Are they adapted to the requirements and taste of the market? Or, can they be made to meet them?

2. *The Market.* Assuming that the goods and prices are right, is there an ultimate market big enough to warrant the opening of a branch? Can it be cultivated at a reasonable cost, or would the process of education be too long and expensive? Are there any facilities already existing in the market which could take care of this distribution better than his own organization could?

3. *The investment.* Having tentatively in mind the initial size of the branch organization projected, what would the investment be? And how long is the manufacturer prepared to face a deficit before the organization may be expected to begin paying dividends?

4. *The Volume of Sales and Profits.* Are they big enough to carry the overhead or expenses? If not, could other goods be added to reduce expenses? Would the profits which would otherwise be paid to agents or other distributors be sufficient to pay for the manufacturer's own organization?

Location and Size of Organization

Where the branch is to be located and how much of an organization it should constitute, depend upon the territory to be covered and the manner in which the goods are to be sold. For instance, in a country well covered by transportation lines, where access from one part to any other part is easy, such as in England, a single branch is likely to be sufficient. On the other hand, in lands having their population divided into groups, each group inadequately connected by transportation with the others, such as in Brazil, or, to use a still better illustration, as in China, sub-branches or even additional full-fledged branches may be necessary.

Tariffs are another consideration. A free trade country offers opportunities for a branch not only to distribute within its own boundaries, but as a base for surrounding territories as well. A free port offers similar conveniences. I believe that when this war is over the Canal Zone will offer a splendid location for a headquarters from which salesmen may be traveled and goods trans-shipped to West Indies, Central American and South American points.

Other things to consider in selecting a site for branch are: Cost of doing business—(labor, rent, etc.); quality and supply of labor available; the standing of the town in its community, i.e., how it is regarded by people both within the country and out of it, etc.

The size and scope of the branch organization are dependent on the sales policy. If the branch should sell chiefly through a few big distributors, such as jobbers, sub-agents, etc., then not only are fewer salesmen needed, but less inside help. On the other hand, the direct development of a large retail trade or the direct sale to many consumers, add to both the inside and outside forces, and to greater specialization of the work. At the outset, however, and particularly until a branch has "found itself," a small organization is generally found to be sufficient.

I might mention a form of direct organization that will be found very valuable in certain instances. I refer to cases where an important or "key" country adjoins a number of smaller ones, in which latter it is undesirable to establish branches. In such cases a branch may be established in the central country and may supervise the distributing system in the adjoining countries. Thus, the management of a branch in Buenos Aires could direct the policies and watch the results of agents or dealers in Paraguay and Bolivia, and even in Chile and Uruguay, until such time as these countries should warrant the establishment of organizations of their own.

There is still another form of direct representation which we ourselves have used and which might be called the "one man branch." By this I mean the establishing of an agent and then the placing in the territory of a member of the manufacturer's own staff as "resident representative," with full power to interpret the manufacturer's policies and with instructions to see that they are carried out. Of course, in such cases a special agreement with the agent is necessary.

Personnel of Organization

There is probably no single factor of greater importance than the right selection for the management. The whole success or failure of the venture depends upon it. No matter how efficiently the plans and policies may be mapped out at the home office, no matter how careful the supervision may be, it is on the initiative and execution by the management on the ground that the final results depend. The manager of a branch at home can call for help and advice upon the executives of the business, he can present his case fully and quickly and the house can in judging be guided by its experience in similar cases in this country. Not so with the foreign branch manager. He is thousands of miles away, depending entirely on that briefest of messengers, the cable, to carry his questions and bring his answers. He is facing conditions radically different from those which are being faced at home, different in cus-

(*Concluded on page 70*)

ROUTING SALESMEN TO GET BETTER RESULTS

One experienced man says that Salesmen's orders can be increased from 50% to 80% by better routing. In any case, the routing of salesmen is a big and oftentimes worrisome problem. How some firms have solved their routing problems is told in this contribution. (This is the second of a series of articles, based on actual experiences, dealing with Sale Managers' problems.)

Written for Marketing
By John C. Kirkwood.

THE routing problem for the majority of both large and small firms is a perpetual one. How one firm solved its problems is contained in the story of the method employed by Morris & Company, Chicago, meat packers. They have overcome their routing problem, in large measure, by the use of the automobile. By this means territories have been enlarged and selling expenses reduced.

Automobiles help solve the the Routing Problem.

Morris & Company's salesmen, before they began to use motor cars, "worked" only the larger places. Here competition was keen. Merchants in large places were always sold to the limit, while those in near-by or remote towns and villages were neglected and always in need of goods. Again, salesmen often had to spend many idle day hours, between trains, in the large places.

Gradually the automobile, as a possible remedy, began to receive consideration by Morris & Company, and most careful tests were conducted under nearly every condition. Salesmen were authorized to hire automobiles and cover the territory contiguous to their big-town stops. The results were astounding. Orders increased wonderfully, and the men wrote more cheerful reports. The routes were combed thoroughly. New territory was opened up. Towns that formerly were made but seldom were stopped at regularly. Places that had been inaccessible, and to which a salesman never went were worked periodically. Both salesmen and sales managers flattered themselves upon their success.

Territories so small dealers were oversolicited.

Then along came the cold, precise, calculating auditing department with a report and showed that during the first six months of the test selling costs had been materially reduced, but after that the cost in many cases went up. This startling report at first caused a lot of letter-writing, but produced nothing tangible.

Later, records were pulled out and consulted and the answer was found.

The salesmen were calling on the trade more often than was necessary for the amount of business possible. In short, the trade was being oversolicited. At first the small-town dealers were hungry for goods and bought heavily. That filled them up for awhile. Calling on them before they were again in the market was a waste of time. While the new methods greatly increased the selling capacity of the men, it also left them with time on their hands. Not having to wait for trains, and being able to come and go as they pleased, they got over the ground more quickly. It was soon seen that they could cover more territory.

Nine Men do the Work of Forty-five Men.

The situation in the Southwest will illustrate this point. There were forty-five specialty salesmen engaged there. When trains were necessary to covering the trade it kept those forty-five men on the jump. At that they had to skip many places that should have been worked. And at other towns they did not call as often as was necessary. When given cars, those forty-five men got over that territory in short time. They not only took in the important centers, but also the stores in the formerly inaccessible byways and at crossroad corners. The men did not have nearly enough to do. After examining all the facts, headquarters found it was able to reduce the selling force in the Southwest, until to-day nine men can do the work it formerly took forty-five men to do. And the volume of business has increased materially, while the selling cost has gone down to a most satisfactory level.

The growing use of the automobile by salesmen is causing the small town to be worked more extensively. Where one salesman called under former conditions, to-day a dozen call. Hardly does the dust occasioned by a departing motor car settle than is heard the signal horn of another car approaching. This has a tendency to speed up the village merchant and to induce him to turn more goods.

It is not to be inferred that salesmen travel their entire territories in automobiles. It is still necessary for many salesmen to make long jumps of from 50 to 500 miles, and they cover the territory around those places by automobile.

Packers now conduct car-routes, virtually travelling branch houses, and on general products reach nearly every town of any consequence. Morris & Company's car-routes have scheduled stops in more than 3,000 cities. This, in a measure, will answer questions which may arise following the statement concerning the jumps of from 50 to 500 miles by salesmen.

Effect on Branch Houses

Again, the automobile has increased the efficiency and business of branch houses. Formerly many suburban towns were not visited with any regularity for the same reasons that salesmen passed up small "in-between" towns. Branch houses relied upon specialty men to create trade, and then after that made efforts to follow up this business by 'phone or by an occasional visit.

When automobiles were furnished the trade increased, new territory was covered and the dealers were more satisfied by having the salesmen visit them right along. Retailers prefer to give their business to salesmen who call regularly.

Branch houses which once were beef-distributing centres only now have changed into live places, where a full line of products is handled to accommodate the trade.

Equipment is being increased and the larger branches are being continually erected to supply the auto delivery-wagons that dart around the country delivering the company's products.

The cost of operating automobiles

The question suggests itself. What does it cost to operate a sales auto? An answer is furnished by J. F. Van Lear, Vice-President of the Atlas Powder Company, "We have twenty salesmen using automobiles to cover their territories" states Mr. Van Lear. "During the year 1916 these machines averaged approximately 8,300 miles apiece, and the operating costs by seasons were as follows:

	per mile
First quarter	$ .0687
Second "	.0644
Third "	.0437
Fourth "	.0565
Average for year	$ .0549

The above operating costs, Mr. Van Lear explains, do not include anything for depreciation or interest on investment.

Salesmen buy their own autos

In connection with the use of motor cars by salesmen in covering their routes, some firms encourage their salesmen to use cars, and to own the cars used. One firm buys the cars for its salesmen, permitting them to pay for them out of what they earn.

"The arrangement we have," says one firm, "is to allow the salesmen at the rate of $22 a week of six days' work. If the car is not in operation the full week we allow at the rate of $3.66 per day for the time it is used. The salesman pays all operating and up-keep expenses. He also carries liability insurance which protects us, we paying any expenses incurred for the clause protecting our interests."

"When one of the salesmen wants to purchase a car, we finance the deal for him, having the title of the car remain in our name until it is fully paid for by the salesman. We allow the salesman to make weekly payments on the car, these payments to be not less than the car has earned. In other words, if the salesman received the full allowance of $22 a week for operating, he must pay not less than $22 against the original price of the car. We bought several cars for our men on this arrangement, and it proved entirely satisfactory to all concerned."

The growing use of the motor car by salesmen has led to the devising of auto expense forms for the use of salesmen. One of the most comprehensive and satisfactory of such forms is that devised by the Hercules Powder Company. Single copies of this form

can be obtained through MARKETING at a cost of 10 cents each (Not carried in stock).

Swelling sales by re-routing Salesmen.

Time-saving for and by salesmen has been accomplished in many instances by re-routing them by experienced railroad men, and it has been said by one who ought to know that every sales organization can increase its volume of sales from 50% to 80% by a systematic re-routing of its salesmen. This is a strong statement, but the man who made it, John M. Bruce, is said to have put his plan into successful operation in such concerns as the American Tobacco Company, Beech-Nut Packing Company, and other concerns selling the dealer.

Having made the statement to the members of the Executives' Club of Chicago, whom he was addressing, Mr. Bruce went on to tell of his experiences in the systematic routing of men. "Salesmen," declared Mr. Bruce, "can be operated on a time schedule, regardless of how impractical you think it may be. I know, because I have done it, not once, but several times. But you can't operate men on that plan if you try to make your own schedule. What you want to do is to go down to the railway station and ask the most intelligent-looking information clerk what time the train leaves for such and such a place from such and such a place—taking care to make it some out-of-the-way corner of the world. Then hire the one that seems to know the most about time-tables. He is the man who can route your salesmen, and save you his salary many times over."

Having such a man installed in the sales department, Mr. Bruce said it would not take him long to whip a route list into shape that after a little proving up would almost double the efficiency of a salesman. The work was very much the same as that of a train dispatcher. "The route clerk takes a town and estimates its population,"said Mr. Bruce, "then he figures the number of stores in that town. In the grocery field, for instance, we found, that there was on an average 400 people to every store, so that a town of 4,000 people would usually have about ten stores. With this information to work on, the "dispatcher" allots an average length of time to that town, based on the number of calls. The difference in length of interviews would come out all right in average, as there would be some of these dealers who would be out, and so forth. Knowing how long it would take a man to work that town, the "dispatcher" then gets busy and fits the town into the routing, with an eye to most advantageous railroad connections.

After the railroad man has worked up his routes, each man is given an opportunity to try it out for about two months, and variations are corrected. I have always made it a practice to require a man to write a personal letter of explanation every time he gets off schedule. I seldom ever read the letters, but after a while the man exhausts all his excuses and follows schedule.

Urges small-town development.

"I recently had an experience with a big food product concern in increasing its volume. Inquiry showed the trouble was with the routing of the salesmen. They had been left to route themselves. Now routing salesmen is a railroad man's job, absolutely. So I decided to reroute the men, with the aid of a railroad man.

"I also found that this company was not only losing business through poor routing of salesmen, but that the routes were not complete. They didn't touch thousands of small towns over 500 population, many of which tapped rich farming districts. By a little study we were able to so revise these routes that thousands of these little towns were included. Yet it took the salesmen no longer to cover this route. You would leave this to a salesman and he wouldn't do it in a thousand years. The average salesman doesn't figure that way. His idea is to decide in his own mind how much business will entitle him to a raise next year, and then get that volume with the least amount of exertion. You can't blame the salesman either."

Nailing the Live Inquiry

Mr. Bruce was asked if he would advocate this method of railroad routing for other than salesmen selling dealers in the food, shoe, hardware and similar fields.

"Of course, you will understand," Mr. Bruce replied, "the idea I am giving you is merely suggestive. It must be revamped to fit the individual needs of every business. For example, I once had occasion to speed up a sales force of some 14 men, selling a specialty to foundries. It was a specialty that ran into considerable money and took considerable effort to sell. Yet even here, there was an opportunity to route the men along railroading lines.

"We simply divided the whole country into routes. Instead of saying to a man: 'Your territory is such and such a State,' we told him his territory was routes Nos. 17, 19, 23, 76, 65 and so on. These routes were chosen because of transportation advantages.

"Now we will suppose a live inquiry comes in from out in Madison, Wis. We find out what route it is on, and wire the proper salesman to get in touch with the party, and then work route No 42, which Madison is on, until further orders. The result of this is less lost effort, and less need of a salesman jumping around from place to place. The success of the plan, of course, depends on its being worked out by a railroad man, who knows trains."

Routing Salesmen by System

Systems of routing salesmen, of one sort or another, are in quite general use by both large and small manufacturers and jobbers. Quite naturally, the larger concerns employing the most salesmen require the most elaborate routing systems to keep track of the men on the road.

Some concerns place chief reliance on the salesmen themselves when it comes to the arrangement of these schedules, while others attend to practically the entire business of routing from within the office. The usual course, however, is for the "office' to lay out the salesmen's trips with the advice of the salesmen themselves.

A valuable accessory when it comes to routing salesmen is found in the large maps, arranged in sections convenient for handling, on which the different towns to be visited are marked with colored thumb-tacks and then connected, in some cases at least, by twine leading from place to place as they are to be visited.

The Kellogg Toasted Corn Flake Company has worked out detailed routing with great success. It is said that this company routes its salesmen in various territories so that it is known at the home office exactly what dealers are being called on, and when.

The Franco-American Food Company, of Jersey City, has a very practical plan of routing, although in the opinion of A. C. Monagle, the sales manager, the system is not so intensive as that of the Kellogg Company.

The Foulds Milling Company, of Chicago, has worked out the problem to a fine degree of perfection. Another concern, which has developed almost to a fine art, is the Norvell-Shapleigh Hardware Company, of St. Louis.

The J. B. Williams Company employes no mechanical system to route its men, according to J. V. Reid, the company's New York sales manager. The sales executives of the company have travelled extensively in all parts of the country and their knowledge of local conditions assists materially in determining the routes.

Sig. Fieux, sales manager of Runkel Bros. Inc., has given considerable attention to the development of a workable system of routing his salesmen.

Following Salesmen's Routes

Regarding a method used to follow salesmen's routes, an Eastern sales manager explains his way—a way which may give an idea to others. "I used to have trouble in tracing out the routes that my salesmen followed, because the tacks on the territory maps came so close together that the various itineraries did not stand out prominently. Now I have a method that is entirely satisfactory, although I have found that it is considerably more expensive than my old plan."

"I use an ordinary framed wall map, but over it I have placed ground glass of transparent quality. On the unglazed surface I plot the routes with crayon or pencil; where several men are working in the same district I use different colors. A correction or a change is made readily after wiping off the old line. The new maps are, I feel, considerably neater than the old; certainly they are more durable."

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Canadian stove manufacturers and makers of enamelware will make a strong bid for overseas business. At a recent meeting in Montreal the situation was thoroughly canvassed and the decision reached to send A. M. Smith, sales manager of the McClary Mfg. Co. of London, Ont. to Europe as quickly as possible, representing all manufacturers participating in the arrangement.

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The annual number of Canadian Machinery contained 142 pages, and is said to be the largest issue of any publication so far issued in Canada. An advertisement of Canadian Fairbanks-Morse Company occupied 64 consecutive pages.

CAN UNDERWEAR BE BETTER ADVERTISED?

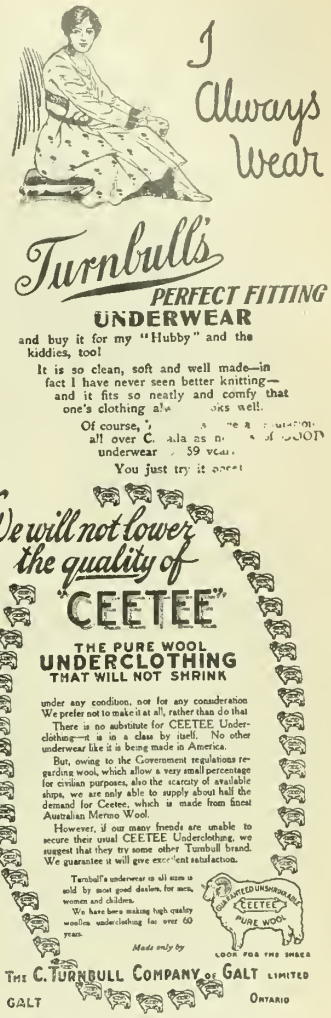
Advertising of Canadian underwear strikes the critic as commonplace and lacking any specification of meritorious features. What do you think of his suggestions.

Written for MARKETING by WILLIAM G. COLGATE.

ANY one who has ever made a casual study of underwear advertising cannot help but be struck with the almost monotonous type of treatment which it presents. Put a number of underwear advertisements in a row and cover the signature and it would be difficult to identify them. Transpose the name plates from one to another and the text would be found equally applicable. The advertising of other commodities has advanced: apparently underwear advertising alone has stood still. Approach the man at the counter and he likewise displays a marvellous dexterity in keeping the facts carefully hid. In fact, no one seems to know anything about underwear excepting the manufacturer, and he won't tell. Exact knowledge of underwear construction is kept guarded like a trade secret, and as a result to the general public at least, one brand of underwear looks much like another.

Whatever may be the reason, or whoever may be responsible for this inexplicable reticence concerning the selling points of underwear, there is no denying that the present dearth of sound, common sense advertising presents an unusual opportunity to the manufacturer to strike out for himself. The trouble in the past has been that the manufacturer has spoken of his products in general terms when the public wished him to be specific. General publicity will not sell furniture nor automobiles, then why should it be expected to sell underwear? It won't, that is, not as advertising is expected to sell goods. The question naturally arises then, what is the best means of informing the public about underwear? The answer, it would seem, is: visualize the things in which every one is interested. This means that instead of laying stress on petty details such as the sewing on of buttons, the quality of the thread used, and the finish of the garments, the manufacturer will discuss the vital features of his product—*comfort, fit, durability.* Now since it is manifestly impossible to illustrate *durability* on paper—unless by the use of testimonials—and since further it is similarly impracticable for obvious reasons, to prove *fit*, we are left with *comfort* as the remaining quality to be demonstrated. But, it may be pointed out, since comfort has to do with sense of touch, how can it be conveyed to the reader? The answer again is that this idea has already been successfully applied to the advertising of products other than underwear.

Take a purely fictitious case and suppose a series of advertisements based on what is commonly called "sense appeal" to be prepared for Alwull underwear. In each of these advertisements suppose a graphic representation of some one particular feature which has to do with comfort. Or, to put it in another way, suppose the sense of comfort afforded to the wearer say of Alwull Underwear to be depicted in picture form combined with text of an interesting and informative nature. For example, the first advertisement of the series might show a mother putting an Alwull undergarment to her baby's cheek. The artist would portray the baby smiling as if it enjoyed the sensation of the smooth, downy wool against its skin. The next advertisement would depict a pair of hands, one resting on or feeling a piece of silk, while the other is shown in the act of rubbing lightly an Alwull undergarment. The headline might read something like this, "As smooth as silk," or "Feels Good to the Skin." In the third advertisement would be shown a stooping youngster in a suit of Alwull underwear stroking gently the back of a newly hatched duck and saying, "Yours is soft like mine." The advertisement would appear a quantity of down in conjuntion with an open box of Alwull underwear. The connection would be explained by the heading which would read, "Soft as down."



Top ad. crude, unattractive and unconvincing. One below is a slight improvement.

"Stunty" and striking, but lacking specific arguments.

And so on. The idea running through the series would be that only wool of superfine quality could be so agreeable to the skin. This would give the effect (1) of demonstrating the extra-fine quality of Alwull garments and (2) of combatting the erroneous impression which largely prevails that pure wool "scratches" and irritates the skin.

Indefinite and unconvincing because unsupported by proof.

Furthermore, it might be a part of this suggested plan to bestow names on special styles (as in marketing collars) so that a customer might be sure of getting as often as he desired a garment which pleased him. Stress would be laid on the fact that the "Alwull" line comprised certain weights underwear suited to various occupations such as in the case of engineers, farmers, travelling men, business men, drivers, and teamsters and the like. It is well known that the man indoors seldom requires underwear of the same weight as the man who is called upon to go out in all kinds of weather. Then what is more natural than for the manufacturer, with a more or less exact view of the needs of his customers, to recommend different styles for different kinds of work. This has never been done before so far as is known. At present a customer may or may not get the same kind of garment as he had before. He is never sure. With a name to identify the style he prefers he knows exactly what to ask for, and moreover, once satisfied, there is less likelihood of his switching to a competitor's line. Thus the adoption of this policy would have the effect of making for permanent trade.

This illustrates the writer's ideas. But perhaps our Canadian made underwear lacks distinctive features which might thus be played up.

An attractive arrangement. More might be made of the Spring Needle feature.

Physicians recommend and have recommended for years the wearing of wool next the skin. Most people are acquainted with the fact, but comparatively few outside the medical profession know the reason underlying it. Would it not be well, then, as a part of the advertising and sales policy, to educate the general public as to the healthful qualities of all-wool undergarments? Another thing that might be done is to attach to each garment a printed slip bearing directions for the proper washing of it. Although a detail, this is important enough to merit attention. Far too few women understand or appreciate the effect of washing on the comfort, fit and life of underwear, and a helpful hint or two to the woman customer, would be a sure means of gaining her good-will.

These, in brief, are suggestions which might well be adopted by any underwear manufacturer with profit to himself and advantage to his trade.

The mention of definite numbers and weights would be helpful to the customer.

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Morale—The Peace Meaning of a War-word

By Wilbur D. Nesbit

There's one thing to be said in favour of the war—it is getting us acquainted with a lot of new words.

Words with punch in them—words with a wallop to them.

Right arm words, you might call them.

One of these words is "morale." It's about the best word the war has given us.

"Morale" is a sort of a high-toned word for "team-work." But it means a lot more than team-work.

Anyhow, "team-work," like "efficiency," has been mouthed and written and printed so much that it lacks the ambition it once had.

So along comes the war and gives us "morale."

Morale means that I believe in you and you believe in me, and we believe in all the rest of the bunch, and all of us believe together that the crowd of us can do our work better and quicker than anybody else anywhere.

Morale means a whole lot more than simply that we believe these things. It means that we make good on our belief. It means that I don't sit down at my desk, or lean against a wall somewhere, and think dark green thoughts about the fellow upstairs or the fellows over in the other departments.

It means that you don't grouch around and tell yourself that I am dumping about half my work onto your shoulders and that I've got a pull with the boss or I never could hold down my job.

It means that we are all so busy and so glad watching the way the whole outfit is putting the thing over that there isn't any room in our system for self-pity or for knocks on the others.

It means that the sight of you and the way you are digging into your task puts about 50 per cent. more pep into me—makes me feel that no matter what is ahead of me it can't beat me. because I've got all the rest of the crowd behind me and with me.

Morale means—why, it means friendship, after all. Just plan, everyday common or garden, horse sense friendship, geared up to the motor of earnestness and applied belief.

A business organization is just like an army—if it hasn't the right sort of morale, good-night!

You can't buy morale, you can't make it, you can't borrow it—you've got to have it.

And if you have it you'll make any Hindenburg line in the world look like a chalkmark after an eraser has swept over it.

Beginning Your Letter Right

You can't use canned language and turn out letters that reflect your personality. A Better Letters bulletin.

By S. ROLAND HALL

A GOOD beginning for your letter is relatively as important as a good beginning for the minister's sermon, the lawyer's argument or the writer's article or story. In any of these cases a poor beginning makes a first impression. Professional writers study to make the opening paragraphs of their efforts effective. Merely because the letter-writer may have attention assured is no reason for contenting himself with a poor beginning.

Beginnings to letters must be of great variety, because letters themselves are of almost endless variety. Consider the difference among (1) the sales or soliciting letter that must create attention (2) the sales or soliciting letter that is an answer to an inquiry, (3) the letter that merely asks for some information, (4) the letter that strives for the collection of a debt, and (5) the letter that is intended to mollify an exasperated customer.

The other day a man who has known me for fifteen years and who hails me as "Hall" when we meet wrote me a letter bearing the salution, "Dear Sir". Why? Just because there sticks in his mind a silly rule laid down by Professor Somebody-or-Other, fifty years ago perhaps, that the salutation to "regular business letters" should be, "Dear Sir".

'Tis the easiest thing in the world to decide this question of the proper salutation. "Reverend Sir" in a formal letter to a minister or priest will express your mental attitude as rightly as "Dear Dr. Jones," "Dear Jones" or "Dear George" will in the case of one whom you know well, or as "Sir" will when writing to a government official.

"Dear Sir" and "Gentlemen" are all right for many letters, though less formal salutations such as "Dear Mr. Jones" are advisable where you have met your correspondent and know him fairly well, or have corresponded at length.

Don't be overfamiliar. Don't be chilly, unless it is a case where chilliness is in order. The greeting should, just as in conversation, be gauged by the degree of acquaintance between the two people and their relative positions.

In some cases an interesting statement of fact makes a good first sentence: "Mr. Perkins, of Smith & Brown, has told us of your interest in———."

Often a question or a request makes a simple, strong opening: "Please tell us the cost of ten reams of your Haverlock Bond—," "What would you do if you believed in a man's integrity but had written him three times about an overdue account without a reply?"

A direct answer to a request or a proposal may be an excellent beginning: "We are sorry that we cannot say 'yes' to your request about—", "You may ship us the car of———on the arrangement you propose."

One good rule is—"Don't begin until you are ready - until you have studied the other person's letter, if yours is a reply." Skimming is not studying. A great deal of the incompleteness of the answers we receive to our letters comes from the fact that the fellow at the other end didn't grasp what we asked about (N.B. He says the same thing about us!).

If your letter isn't a reply but opens a correspondence, you are serving yourself a good turn by having a clear idea, before you start to write, of what you expect to ask.

Try to get away from the hackneyed style of beginning a letter—such openings as "In reply to yours of the 15th instant, we would say." Millions of letters begin in this way, and to open your own letters in that style means that you start as the book agent does when he begins his parrot-like speech: "If you have a minute or two I would like to show you—."

It is not always necessary to refer to the date of the other man's letter, though very often it is essential. But even at that, it is easy to bring in a reference to the date without becoming hackneyed. Examples:

"Your request of November 20 has been carefully considered, and we are writing to say that—"

"We are very sorry that we cannot respond favorably to your solicitation of the 23rd."

"The question that you put up to us in your letter of yesterday is a rather difficult one to answer—."

Those who find it difficult to introduce the date of their correspondent's letter in the first paragraph of a reply without using stilted language will do well to follow the style now used by many firms of writing under the date of their own letter the date of the letter to which theirs is a reply. Thus:

January 23, 1919.
Replying to yours of January 18.

Then the writer is free to omit all reference to the date of the other letter in his opening paragraph.

There are those who pretend to despise the matter of style as applied to business letters. They sniff at the idea that it is necessary to strive for agreeable and distinctive letter-writing. They write "regular business letters," they say, which usually means that they clothe their messages with the canned language that all the stenographers have phrase-signs for. Because a letter is a simple every-day bit of writing is no reason why it should not be marked by good composition and the personality of its writer. Aside from the fact that letter-writing skill has a large cash value, its exercise adds a great deal to one's enjoyment of life as well as to friends' enjoyment.

Make a study of the fine letters that you see. Observe that there is no set formula, beginning with the acknowledgment of the other person's letter—if there has been one—assuring him that what he wrote was read, and then proceeding in the usual cut-and-dried style to "Trusting to receive your further favors—."

On the contrary, a resourceful letter-writer will do just as the expert story-advertisement-writer will do: he will begin with some point of his message that is appealing, even if that thought is in the "middle of his story." A letter about a business review periodical, for example, is introduced this way:

"Just suppose you had a keen-eyed secretary who, every week, would clip all of the articles on business, finance, transportation, etc., that are of interest to you and place this material on your desk arranged in a handy index."

This opening is more effective than if the writer had started his letter with the following commonplace description of the periodical:

"The B——— D———, for which we solicit your subscription, is a current review of all the news on business, finance, transportation."

Don't "beg to acknowledge receipt" or beg anything else unless your letter is of a beseeching sort. It's just as easy to say "We have your letter.. or "Your letter of the 15th is before us."

Don't say "contents duly noted." That you are answering the letter lets your correspondent know that you read what he wrote.

Don't write "Permit us to advise" or "We would advise." Leave advising mostly to the lawyers, who earn their living that way. "Tell" and "inform," and let people know, as an agreeable change from so much "advising."

Instead of "would state" and "would say," just say it and forget about "would." "We are glad to say that we can ship immediately."

"Ultimo," "proximo" and "instant" may still be used by those who prefer the ancient Latin. But it is a more gracefull style to write "Your order of October 15," "Your instructions of the 4th."

If something astonishes, gratifies, delights, disappoints, grieves, or perplexes, use a word that expresses the exact shade of meaning. "It is disappointing and provoking to learn that the calendars have not reached you." Such an expressive opening can be written in less space than "We beg to acknowledge the receipt of yours of the 15th instant, contents of which have been duly noted. In reply, permit us to advise that the calendars which have not been received by you—".

"Your thoughtfulness of us is appreciated, in spite of the fact that previous arrangements make it impracticable for us to adopt your suggestion of May 10."

"It will be perfectly agreeable to us to have you call when you come to C———. Ask for the writer when you arrive."

"Your report is a distinct surprise but is, nevertheless, information that will be exceedingly valuable."

"While we do not entirely agree with you, we thank you for writing so freely."

"When I put your newsy letter of yesterday before President Blake, he expressed himself as being much interested in what you have accomplished and asked me to say that you may count on our hearty co-operation."

(*Concluded on page 67*)

COMMENTS ON CURRENT COPY

The outside viewpoint of a capable constructive critic who is reviewing current Canadian advertising copy for MARKETING. Readers are invited to submit copy for comment.

By S. ROLAND HALL
Author of "How to Write an Advertisement"

MY greatest respect and admiration are commanded by the advertiser who manages to get an attention-attracting message into small space. The fellow who uses a whole page in a magazine or a newspaper is entitled to no particular credit for laying out and writing an appeal that stops the reader. He should be ashamed of his work if he doesn't produce a striking effect. For he has in his favor not only the maximum unit of space allowed by the publication—with the exception of double-page spreads—but the further advantage that there are no other appeals for attention on the page with his message. Compare with that situation the undertaking that the user of quarter-page or eighth-page space tackles. His appeal is to be mixed up with a number of others, all with different displays and illustrations perhaps, and all striving to catch and hold the roving eye of the reader. This means that he has great

need of an interesting-creating headline or an adroitly placed illustration, simple but strongly contrasting display and text copy that conveys much in a few words. No need to say "If you are not entirely satisfied on examination of your purchase, we will, on application, refund what you have paid when "money back, if dissatisfied," will convey the guarantee of satisfaction.

The study of small advertisements and practice in writing them is sure to be fruitful. Let us look critically at a few that have appeared recently in Canadian publications. A number of these are from trade and technical publications where, unfortunately, advertisers seem to pay less attention to the fine points of their appeals than they do where mediums reaching the general public are used. It shouldn't be so. The advertiser addressing himself to a given group of

retail merchants or to technically trained men or artisans in a well defined industry or engineering field has an attention-opportunity that can be made to mean much if he takes proper advantage of it.

Consider the Davis Bros. quarter page. Nothing stands out sharply. If the trade-mark were a very distinctive display it might do what this advertiser evidently intended—catch the attention of possible buyers of trousers, but the trade-mark and headline as arranged kill each other and the entire advertisement presents the flat, commonplace appearance of 95 per cent. of advertising.

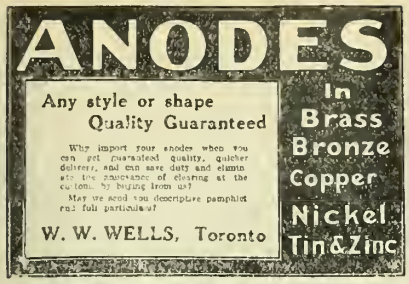
In the Specialty Paper Bag quarter page the advertiser did manage to display "S.P.B. Bags," a little more strongly than the remainder of his message but even at that the other lines are set in display faces that come close to making the whole space a mass of display which means, of

course, that there is no contrast. What an easy thing it would be for this advertiser to use a little cut in the shape of a bag, such as I have indicated in a rough sketch, and have a simple but effective eye-catcher. The top part of the illustration could be mortised for text, as shown.

Now comes the Canadian Hart Wheels with a little advertisement that gladdens the heart. The headline is worthy of a master hand and the illustration hits you right in the eye. With rare skill, the layout man let enough of the grindstone show to give the reader the proper idea of the product and yet panelled in his copy so as to use the space economically. Nine out of ten advertisers would have shown the complete stone. This advertiser knows how to make the imagination fill out incomplete pictures, and he also knows how to put the illustration boldly in the foreground where it will get attention. May his grinding never cease.

By picking one word for strong display and arranging it in white letters against a black background, W. W. Wells, of Toronto, advertiser of Anodes, gets a small advertisement in the technical press that stands out distinctively. Where most advertisements are in black type, an occasional card like this in white display lettering enjoys an advantage. It also permits a good secondary display in black that does not clash with the main display.

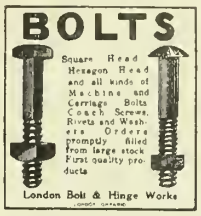
Tooke Bros. Ltd., have managed to get a good deal in small space in their Hampton Collar advertisement. By placing the collar itself in the foreground and the man in the rear they have managed the job of introducing the human element very well without lessening the importance of the illustration of the product advertised. The panel for text here is well laid out. The entire display is admirably harmonized.



Tooke Bros. made a better job of it than the Arlington Co. did in presenting their Challenge Collar advertisement. One wonders, in studying this little plate, why, when so little space was available, the advertiser duplicated his illustration and hand-lettered the text in all-capital style. Lines in all caps are usually much less legible than when in upper-and-lower case letters. The oval white-space center is a good device and a few changes would have made this waterproof-collar advertisement very effective.

You can't beat "Bolts" (London Bolt & Hinge Works) for the effective use of two and a half inches, single column. One word tells the nature of the product and the two clean little illustrations visualize the message finely. Wonder of wonders, the text is set simply in plain reading type. Most advertisers would have unwisely attempted to get in a few secondary displays between headline and signature.

Hourd & Co. meant well but no one can effectively illustrate two views of a folding table, three figures of men and women, a garden scene and a lake perspective in a little cut about two inches square. This advertiser should have contented himself with a simpler view of his table and just enough of one human figure to lend visualization to the conversational copy. A housekeeper could have been shown commenting to herself on the convenience of the table, which would have been more natural anyhow than the opening copy used. This is not saying, however, that with two figures clearly shown, copy representing conversation between the two is not in order. Conversational copy may be very effective but extreme care should be used to have it natural.



How to Know What Your Engravings Now Cost You

THE new scale of engraving prices went into effect February 1st—and it offers new complications to the engraving buyer.

The long-established practice of figuring the cost of the different classes of engravings on the square inch basis has been abandoned. Hereafter to know what your engravings should cost it will be necessary to have the several charts issued by the engravers, similar in style to the familiar electrotype-cost tables, and take the block measurement of your plates accordingly.

The engravers contend that the change is made in order to more equitably divide the cost of all types of engravings so that each engraving is charged for at its proper valuation—instead of one type or engraving being manufactured at a loss, while another is carried an unreasonable margin of profit.

The new plan of figuring charges involves a minimum price which is figured in all costs, with an additional charge for each square inch above the minimum measurement.

For example, suppose you want to figure the cost of a zinc engraving measuring 5 x 7 inches, or 35 square inches. The minimum charge, according to the new scale, is $1.50 for 5 square inches, with a charge of 8c. per square inch additional. Thus your 5 x 7 inch zinc plate would figure as follows:

Minimum charge (for 5 sq. in.)...	$1.50
30 inches additional at 8c.....	2.40
Total Cost.....	$3.90

A cut measuring 40 square inches would cost,—

Minimum charge (for 5 sq. in.)...	$1.50
35 inches additional at 8c.....	2.80
Total Cost.....	$4.30

Similarly, the cost of square finished half-tones is figured on a similar basis. Thus, the cost of a square finished half-tone measuring 4 x 5 inches, or 20 square inches, would be reckoned as follows,—

Minimum charge (for 5 sq. in.)...	$3.50
15 additional sq. in. at 12c.....	1.80
Cost of plate.....	$5.30

For vignetted or close cut half-tones the minimum charge (for 5 square inches) is $6.00 and each additional square inch 25c.

For coarse screen or newspaper half-tones, the minimum charge (for 5 sq. in.) is $2.50 and 10c. for each additional square inch.

For duotone engravings the minimum charge (for 10 sq. in.) is $15.00 and 60c. for each additional square inch.

For two-color zinc engravings the minimum charge (for 20 sq. in.) is $8.00 and 20c. for each additional square inch.

For extra large plates, of 50 square inches and over, in each class, a flat rate per square inch is charged.

It is pointed out that while the new scale increases the cost for plates of 5 square inches and under, the cost of larger sized engravings figures somewhat lower than in accordance with rates previously in force.

The new scale seems somewhat complicated until you become familiar with it, but by getting the printed scale for each different class of engravings it is a simple matter to arrive at the cost.

In connection with the increased charges for engravings and printing it is interesting to note the declaration of leading printers and union officials that these costs are more likely to go still higher than to become lower. At a recent meeting of the Technical Publicity Association in New York representatives of the engravers and printers unions rudely dissipated the hopes of printing and engraving buyers that prices would drop when other commodity prices reach a more normal level. These union representatives contend that present wage schedules do not permit a standard of living which is satisfactory to the men. They also contend that employers did not know how to arrive at actual costs and that the unions do not intend to permit any person to endanger the welfare of his employees by selling below cost. It was for this reason that union members have refused to work for firms selling below the established scale.

"Don't think that we are going to stop at these increases," said a representative of the engravers union. "We shall ask for a further adjustment in the near future, and you can be sure of a 44 hour week effective in 1920. We may even set a schedule of working hours for employers. We may find that for the amount of business done a firm has too many salesmen, and decide that instead of chasing copy over from customers, customers will have to chase it over to us."

A representative of the employing printers told of costs of paper, twine, paste, rollers, metal, etc., soaring skyward from 30 to 200 per cent. and pointed out that for years past, printing cost-finding had been on a haphazard basis. During the ten years preceding 1914 it was said that printing costs to the employing printer had increased from 30 to 40 per cent. Yet due to faster machinery and improved efficiency, the selling price remained the same.

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 20 cents.
ADVERTISING RATES, $40 a page, or 10 cents an agate line per insertion. Forms close 1st of the month of issue.

A.B.C. audit of circulation applied for

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 2 FEBRUARY, 1919

TOO MUCH CIRCULATION?

Commenting on the recent passing of several daily newspapers a large advertiser suggests that more consolidations would be an advantage to all concerned. We have too many daily newspapers in Canada, he thinks, and too many have too much circulation.

At present, he points out, we have a total daily newspaper circulation in Canada of close to 2,000,000 copies, reaching probably not more than 1,000,000 different homes. This is figuring that about one-third of the homes do not get a daily paper About half this number would satisfy our needs, tend to better advertising mediums and less waste

Take our big cities for example, reckoning only the circulation within city limits. Toronto's 100,000 homes get 77,000 morning papers and 160,000 evening papers—or an average of 2 1–3 papers per family. Montreal's 130,000 homes get 207,000 copies of daily papers each day, Quebec's 20,000 homes over 50,000 papers, Winnipeg's 35,000 homes would appear surfeited with 72,000 papers each day, as would Regina's 5,000 homes with 10,000, Vancouver's 20,000 homes with 40,000, Calgary's 11,000 homes with 20,000 and Halifax's 10,000 homes with 20,000 papers. Similar excess volume of circulation is found in St. Catharines, Stratford, Guelph, Moose Jaw and other smaller cities

Of course, no advertiser is obliged to use all the papers in any or all of these cities, and few do. That is the difficulty of the publisher who finds it work to get enough advertising to make ends meet, now that his expenses have increased so considerably. Yet when the advertiser uses only half the papers in the city, is he not failing to reach a percentage of the homes. That is his difficulty—to decide which papers to omit, and still reach all of the homes.

FALSE ADVERTISING LAW INEFFECTIVE

We have a law in Canada which provides penalties for "causing false advertising to be published for the purpose of promoting the sale of goods." Of course it does not prevent false advertising—neither does it appear to exercise any deterring influence, if the frauds and fakirs so much as know about it. Also it fails of success in securing punishment of those hailed to court on any charge based on it

A case in point recently occurred in Ottawa when the manager of Eaton's Bootery was prosecuted, at the instance of the Retail Merchant's Association, for "wilfully and knowingly publishing or causing to be published an advertisement for either directly or indirectly promoting the sale or disposal of personal property, to wit, boots, or an interest therein, containing a false statement or false representation which was of a character likely to or intended to enhance the price or value of said property or to promote the sale or disposal thereof." All of which sounds very definite. So did the evidence, expert and other, which showed that witnesses for the prosecution had responded to an advertisement offering "men's very fine calf skin Goodyear's welt boots" at $3.95, regular $8.95; that said shoes were not made of calf's skin and were not Goodyear welt and were not worth more than the $3.95 asked for them. The defense relied on evidence to the effect that "calf's skin" and "Goodyear welt" were trade terms—one witness declaring that "anything that comes from a cow is a calf." The magistrate found "that the advertisement was misleading, therefore false, but" and here is the nigger in the woodpile nearly every time, "I am not satisfied from the evidence that he had guilty knowledge of the advertisement" and the case against him was therefor dismissed. The same magistrate a week later found another firm guilty on a similar charge. Efforts to secure convictions on charges of false advertising under laws requiring proof that the false representations were made "knowingly" have proved futile in so large a percentage of cases as to make such a law largely ineffective in either preventing or punishing frauds. The Retail Merchant's Association, which deserves credit for getting the law on the statute books, and for numerous prosecutions, should be encouraged to work for an amendment remedying its weakness. Strange that more honest advertisers and newspaper publishers are not concerned about this question.

FIGURING THE COST OF ADVERTISING

To arrive at the cost of production of the white space which they have to sell, Mr. Jason Rogers tells publishers that they should "take the figure which represents your gross expense and subtract from this the total circulation receipts. Divide the remaining amount by the number of lines or inches of advertising published, and the result is the cost of producing each line or inch."

Computed in this way, the cost of space in a newspaper carrying a large volume of advertising would sometimes be less than in one carrying a small volume.

But the point of interest to advertisers is the relation of "circulation receipts" to cost of advertising space—and it is a connection which too many advertisers still fail to appreciate.

The publisher who maintains an inadequate subscription price, gives premiums or conducts extravagant prize contests, is forcing up the cost

of advertising by just so much. The amount charged for subscriptions, the percentage of subscriptions in arrears, methods and cost of maintaining circulation—these are all matters which concern the buyer of advertising space because, as Mr. Rogers points out, circulation receipts deducted from the gross expenses, determine the cost of the space sold.

There are still some newspapers and farm papers which are unreasonably adding to the cost of advertising by maintaining a ridiculously low subscription price, and indulging in wildly extravagant schemes to boost their circulation—and it is not surprising that they should be loudly condemned, as they were at the recent meeting of Canada's national advertisers.

Any advertiser who looks into this question will begin to appreciate the importance of the action of the Association of Canadian Advertisers two years ago, in giving impetus to the movement toward higher subscription prices—the significance of which was perhaps not fully appreciated at the time. The publishers, fearful of a decline in circulation volume and lack of advertising patronage, hesitated to put up subscription prices.

Advertising costs would undoubtedly have increased to a greater extent during the past couple of years had it not been for the increased revenues derived by publishers from circulation—and advertisers would seem well advised to insist even more firmly that still more publishers seek additional revenues in that direction.

The Association of Canadian Advertisers is unquestionably performing a service of great value to every advertiser in Canada in giving attention to these matters—a service which deserves more active support from a few large advertisers not yet enrolled in its membership. No other organization is in a position to deal with these questions so effectively. What has been accomplished during the past three years is as strong an endorsement of the value of the organization as one could require.

MARKETING'S BIRTHDAY

Although well on in the eleventh year of continuous publication as a journal of business promotion, MARKETING, with this issue, completes its first year under its present name and form and ownership.

It has been a year of definite progress, during which our list of subscribers has grown eight-fold and our advertising patronage four-fold. Yet we are only beginning to realize our opportunities for service, as we see them. We appreciate the encouragement which has been so generously extended from many directions, and hope to more than realize your expectations.

We welcome into our rapidly extending circle of subscribers since last issue the following firms and individuals:

P. Burns & Co., Ltd.	Calgary, Alta.
Revilleon Wholesale, Ltd	Edmonton, Alta.
Cranbrook Jobbers, Ltd	Cranbrook, B.C.
W. G. Simpson, Broker	Marpole, B.C.
Wallace Fisheries, Ltd	Kildonan, B.C.
Canada Drug & Book Co., Ltd	Nelson, B.C.
Galbraith & Sons	New Westminster, B.C.
W. E. Morphy	New Westminster, B.C.
Crawford-Harris Adv. Service	Vancouver, B.C.
R. P. Rithet & Co., Ltd	Vancouver, B.C.
Kemp & Co., Ltd	Vancouver, B.C.
Stettler Cigar Factory	Vancouver, B.C.
J. A. Tepoorten, Ltd	Vancouver, B.C.
Hamilton Carhartt Cotton Mills	Vancouver, B.C.
J. & J. Taylor, Ltd	Vancouver, B.C.
J. W. Berry, Importer	Vancouver, B.C.
M. Taylor	Vancouver, B.C.
Renwick & Cunliffe	Vancouver, B.C.
United Products Co	Vancouver, B.C.
A. Longhurst Milling Co	Vancouver, B.C.
Giant Powder Co. of Canada	Vancouver, B.C.
A. P. Slade Co	Victoria, B.C.
W. J. Pendray & Sons, Ltd	Victoria, B.C.
F. R. Stewart & Co., Ltd	Victoria, B.C.
Bathurst Ginger Ale Works	Bathurst, N.B.
L. Higgins & Co	Moncton, N.B.
T. S. Simms & Co	St. John, N.B.
Woodworth Bros	Berwick, N.S.
Bridgewater Bottling Works	Bridgewater, N.S.
Lynch's Bakery	Stellarton, N.S.
Wombolt & Peardon	Sydney, N.S.
Stanfields, Ltd	Truro, N.S.
J. M. Ryan Supply Co	St. Johns, Nfld.
Gerald C. Doyle	St. Johns, Nfld.
Stanley Brock, Ltd	Winnipeg, Man.
H. L. Mackinnon Co. Ltd	Winnipeg, Man.
McManus & Howard	Winnipeg, Man.
Superior Knitting Mills	Winnipeg, Man.
Turnbull & McManus	Winnipeg, Man.
Consolidated Purchasing Co	Winnipeg, Man.
Canadian Fairbanks-Morse Co	Winnipeg, Man.
E. L. Drewry, Ltd	Winnipeg, Man.
Canada Weekly Printing Co	Winnipeg, Man.
Waterous Engine Works	Brantford, Ont.
John C. Mundell Co	Elora
John East Co., Ltd	Fort Francis, Ont.
Canada Potato Machinery Co	Galt, Ont.
C. Turnbull Co., Ltd	Galt, Ont.
Mercury Mills	Hamilton
John Forsyth, Ltd	Kitchener, Ont.
Oneida Community	Niagara Falls, Ont.
Chas. Edward Peabody	Ottawa
Globe Wernicke Co	Stratford
Pilkington Bros	Thorold
Harvey Knitting Co	Woodstock
Central Press Agency	Toronto
Davis & Henderson	Toronto
Mortimer Co	Toronto
Jas. Stanbury & Co	Toronto
Chas. Potter	Toronto
Columbia Graphophone Co	Toronto
Harris Abattoir Co	Toronto
Gunns, Limited	Toronto
Wm. Davies Co., Ltd	Toronto
Map & Advertising Co	Toronto
W. H. Banfield & Sons	Toronto
Goodyear Tire & Rubber Co	Toronto
Ellis Brothers, Ltd	Toronto
F. E. Galbraith	Toronto
Manufacturer's Life Insurance Co	Toronto
T. Eaton Co., M. O. Dept	Toronto
Montreal Star	Toronto
International Business Machines	Toronto
R. W. Rowe & Co	Montreal
Brandram-Henderson Co. (2)	Montreal
Witting Bros	Montreal
St. Lawrence Sugar Refinery Ltd	Montreal
Window Strip & Supply Co	Montreal
Simons Ladies' Wear	Montreal
Geo. Slater, Ltd	Montreal
Universal Hair Goods Co	Montreal
Les Usines Chimiques du Can	Montreal
Howard Smith Paper Mills	Montreal
M. Rubenstein	Montreal
A. B. See Electric Elevator Co	Montreal
Romeo Paradis	Montreal
Rolland Paper Co	Montreal
H. Fortier Co	Montreal
Lachance, Ltd	Quebec
Hall M'f'g. Co	Summerside, P.E.I.
Codville Co	Moose Jaw, Sask.
P. Burns Co	Moose Jaw, Sask.
Can. Fruit Co., Ltd	Moose Jaw, Sask.
Prairie Nurseries, Ltd	Estevan, Sask.
E. Blenkhorn	Regina, Sask.
International Realty Co	Regina, Sask.
P. Burns Co	Regina, Sask.
Can. West Electric Co	Regina, Sask.
Dunlop Tire & Rubber Co	Regina, Sask.
Western Grocers, Ltd	Saskatoon
Coca Cola Bottling Co	Saskatoon
Yorkton Grocery Co	Yorkton, Sask.

Western Grocers, Ltd	Yorkton, Sask.
Stewart-Davis Adv. Agency	Chicago, Ill.
Erwin & Wasey Co.	Chicago, Ill.
Wm. H. Rankin Co	Chicago, Ill.
Scott & Scott Adv. Agency	Chicago, Ill.
J. E. Lutz	Chicago, Ill.
Thompson-Koch Adv. Co	Cincinnati, Ohio
Monitor Stove Co	Cincinnati, Ohio
National Cash Register Co	Dayton, Ohio
Maxwell Motor Sales Co	Detroit, Mich.
American Writing Paper Co	Holyoke, Mass.
Gerhard Mennen Chemical Co	Newark, N.J.
Scott & Scott Adv. Agency	New York, N.Y.
J. Walter Thompson Co	New York, N.Y.
Frank Presbrey Co	New York, N.Y.
Chappelow Adv. Co	St. Louis, Mo.
Ritchey Data Service	Indianapolis, Ind.
Green-Fulton-Cunningham Adv. Agency	Detroit, Mich.
Minneapolis Steel & Machinery Co.	Minneapolis, Minn.
F. A. Gray Adv. Agency	Kansas City, Mo.
Barrows & Richardson Adv. Agency	Philadelphia, Pa.
Osborne-Peacock Co., Ltd	Manchester, England
W. L. Erwood	London, England
Blacks Advertising Agency	London, England
Sells, Limited	London, England
W. J. Southcombe Adv. Agency	London, England
Teknish Reklamebureau	Kristiania, Norway

VOLUME OF ADVERTISING FIGURES

During January we attempted the rather ambitious task of checking the volume of advertising carried by daily newspapers in the principal cities of Canada. So far as we know, this is the first time such data has been compiled except for the none too accurate figures kept by some newspapers but limited to their local field. These afford no basis of comparison because no two papers keep such records according to the same standards.

The analysis we have made covers 25 different classifications of general advertising, as well as department store, retail, miscellaneous, local display and classified, all recorded separately—though we publish only the totals.

Some interesting facts are disclosed. For the month of January, for example, the Montreal *Star* carried the greatest total volume of display advertising, while the Toronto *Globe* leads in volume of general advertising, the Toronto *Telegram* in volume of classified advertising, and the London *Free Press* in volume of advertising classed as "pro prietary remedies."

The Ottawa *Citizen* is the only daily credited with no advertising of the last mentioned class, although the Montreal *Gazette* carried very little of it.

The Halifax dailies are distinguished by the fact that they carry no department store advertising and a much smaller proportion of local advertising than any other dailies.

The figures indicate that the dailies checked carried in excess of $500,000, worth of advertising in January, of which about one-quarter was classed as foreign or general advertising. Since January is not considered a heavy advertising month it is to be expected that these dailies will carry in excess of $6,000,000, worth of advertising for the year, of which $1,500,000, worth would be general advertising. This would average about $6.00 worth of advertising for each reader of the paper.

On the same basis all of Canada's daily newspapers would have an advertising revenue of approximately $1,000,000 a month of which 20 to 25% would be advertising other than purely local.

We hope to continue the publication of these figures from month to month.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR JANUARY, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	20,183	290	29
Western Home Monthly	1	720	14,604	2,368	23½
Canadian Courier	2	728	11,683	56	16
Canadian Home Journal	1	800	11,618	369	15
Everywoman's World	1	800	11,230	1,768	16¼
World Wide	4	636	3,919	...	6½

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR JANUARY, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Average Total Per Issue
Grain Growers Guide	5	720	72,035	3,365	114	15,103
Farmers Advocate (Wpg.)	5	720	45,639	3,732	56	9,285
Nor'West Farmer	2	720	42,065	2,531	624	22,110
Farmers Advocate (London)	4	720	40,744	12,462	50	13,314
Farm & Ranch Review	2	720	31,679	2,749	248	17,338
Canadian Countryman	4	700	29,441	3,582	170	8,298
Canadian Farm	10	792	27,865	4,138	1,724	3,373
Farm & Dairy	5	700	28,484	5,515	....	6,800
Farmers Magazine	2	420	20,634	411	531	10,788
Maritime Farmer	2	672	16,292	2,120	1,690	10,051
B. C. Farmer	1	420	7,978	437	102	8,517
Rural Canada	1	720	6,762	....	....	6,762
Ottawa Farm Journal*	9	2,432	68,792	4,072	7,276	8,904
Family Herald & Weekly Star*	5	2,432	63,338	126	10,923	14,877
Free Press Prairie Farmer*	5	1,180	40,535	674	7,009	9,644
Weekly Witness & Can. Hom.*	4	2,100	11,309	....	3,193	3,623

VOLUME ADVERTISING IN DAILY NEWSPAPERS FOR JANUARY, 1919

(Figures compiled by Marketing)

	Total General	Local Display	Total All Display	Classified
Toronto Globe	217,068	169,817	386,885	97,691
Montreal Star	199,351	534,231	733,582	156,578
Halifax Chronicle	197,130	121,580	318,710	6,056
Winnipeg Free Press	194,915	412,291	607,206	231,168
Montreal Gazette	191,148	300,035	491,183	8,587
Toronto Star	180,515	454,283	634,798	183,545
Toronto Mail	178,566	160,563	339,129	79,616
Vancouver Province	166,557	491,918	658,475	151,183
London Free Press	164,082	204,104	368,186	99,476
London Advertiser	150,599	185,336	335,935	75,666
Winnipeg Tribune	147,384	530,878	678,262	123,218
Halifax Herald	145,538	85,586	231,124	16,261
Edmonton Journal	140,929	374,483	515,412	104,032
Ottawa Journal	140,637	332,215	472,792	33,824
Toronto Telegram	137,264	462,388	599,652	358,984
Calgary Herald	134,398	423,873	558,271	167,682
Regina Leader	132,732	191,347	324,079	118,897
Edmonton Bulletin	126,411	241,226	367,667	62,602
Toronto World	113,558	181,417	294,975	12,925
Ottawa Citizen	105,389	323,257	428,646	57,441
Toronto News	103,124	201,043	304,167	22,155
Winnipeg Telegram	102,851	256,904	359,755	64,432
Vancouver World	97,656	397,443	495,099	77,703
Regina Post	90,367	270,083	360,450	49,022
Calgary Albertan	68,100	202,646	270,746	50,400
Vancouver Sun	66,014	209,175	275,189	77,332

NOTE;—In comparing above figures consideration should be given the fact that in some cases figures given represent volume of advertising carried in only one or two issues, and in others five issues or more, as indicated in first column. Differences in page sizes also in some cases account for differences in volume of advertising. As some farm papers accept little or no patent medicine advertising and as live stock advertising is carried at a special rate, they are graded according to total volume of all other advertising. *Are printed in form and size of newspapers and having a different scale of rates are therefore grouped apart from the publications of standard periodical form.

75 YEARS AGO

NO telegraph keys clicked the news of the world into the newspaper offices. No great presses turned out millions of papers daily. No railways carried the day's newspapers hundreds of miles in a few hours.

It was on March 5th, 1844, that George Brown, founded "The Globe." That was in the era of personal journalism, and the virility of its founder soon made "The Globe," as it remains to-day, "Canada's National Newspaper."

Canada was but an outpost of British civilization. Toronto was a town of less than 20,000 inhabitants. They walked to and from their work. They had no telephones; they had no typewriters. They counted their money in shillings and pence. When they put up the shutters on their windows at the close of the day, they walked home to eat a supper cooked on a wood stove, and to read by candlelight.

Out in the country, the farmer used the most primitive implements. He made a house of logs for himself. On his back, through the virgin forest, he carried his grain to the mills. His women folk spun the wool for his clothes—and made them. Journeys across country could be made only in winter when snow rendered travel possible.

Yet Canadians then had other problems than even the subduing of the forest and the building up of their country. The colony was torn by strife. The fires of the Rebellion of '37 still smouldered. The aftermath was a slough of despond. Durham's Report diagnosed the malady of Irresponsible Government. The Union with Lower Canada of 1841 was sought as a cure, but the old Compact still had its fangs in the body politic so that Autocracy handicapped the scattered colonies of British North America.

Such were the conditions which George Brown found when he came to Canada in the early forties. Full of vigor and with the zeal of a Crusader, he threw himself in with the demand for Responsible Government, in fact as well as in name. With an optimism at which later generations were astounded, he established "The Globe," and took up the battle of the people which "The Globe" has continued unremittingly these 75 years.

"The Globe" became the great Canadian newspaper influence. It steadily advanced in its news enterprise, as well as in its editorial function. The people depended upon it for their Canadian news, as for their foreign intelligence. Its news service to-day is not approached by that of any other Canadian daily. "The Globe" is still the outstanding newspaper of the Dominion. It is still the outstanding editorial force among Canadian dailies. No other paper is so widely quoted in Canada.

"The Globe" was eleven years of age at the time of the Crimean War. News of the Fall of Sebastapol reached the people of Toronto and Ontario through the alertness of Brown. The next decade brought the American Civil War, when a further impetus was given to "The Globe's" circulation and its status in Canada.

Not till twenty-three years after the establishment of "The Globe" was Confederation effected, a consummation due to a large extent to the "The Globe" and to its founder. Through the subsequent half century of Canada's political, industrial, and social development, "The Globe" has advanced from stage to stage in the evolution of a great newspaper and in the extension of its circulation and prestige.

"The Globe" has always maintained the leadership in circulation among the morning papers of Canada. It has never offered to readers, or prospective readers, a premium or inducement beyond its merits as a newspaper.

And as a newspaper's strength as an advertising medium is just as great as its strength with its readers so "The Globe" is to-day, as it has been throughout these seventy-five years, the undisputed leader in the field of General Advertising in Canada.

The Globe

TORONTO

W. G. JAFFRAY, *Pres.* WM. FINDLAY, *Adv. Mgr.*

BRANCH ADVERTISING OFFICES:

MONTREAL, Que.—J. C. Ross, Board of Trade Bldg.; HAMILTON, Ont., J. P. McBride, 22 Main St. East; LONDON, Ont., V. G. Perry, 171 King St.

UNITED STATES.—Veree & Conklin, Inc.; NEW YORK, N.Y., Brunswick Bldg.; CHICAGO, Ill., Steger Bldg.; DETROIT, Mich., 11 Lafayette Blvd.

GREAT BRITAIN.—Thomas R. Clougher, Royal Colonial Chambers, 17 to 20 Craven St., Strand, W. C., LONDON, England.

The Canadian Countryman

Toronto, Saturday, January 9, 1915

THE LATEST CHAMPION MILKER, ROSE POSCH

Annual Editorial Index Supplement

At the annual dinner of the Association of Canadian Advertisers, held in Montreal recently, one of the speakers, in introducing the Managing Director of the Audit Bureau of Circulations, and referring to the great value of the A. B. C. reports, took occasion to emphasize the fact that, after all, mere circulation is of secondary importance. The vital questions the advertiser has to ask in connection with a publication are :—

What does it mean to its readers?

Does it command their respect?

Is its policy constructive?

Does it hold its circulation on the strength of real service and influence?

A. B. C. audit reports give Canadian Countryman a much larger circulation than any other farm paper in Eastern Canada. However, our chief claim to the consideration of advertisers is based on our editorial service and equipment. It is our standing and influence with our readers that directly determines how well we are able to serve our advertisers.

It would be distinctly to our advantage if more advertisers were sufficiently interested in agriculture to regularly read farm papers, and really compare their efficiency on the basis of editorial standing and influence.

Four staff editors and over fifty contributing editors furnish our readers a service of which we are justly proud. You will obtain some idea of the breadth and thoroughness of this service from our ANNUAL EDITORIAL INDEX SUPPLEMENT, a copy of which we will be glad to send you.

The Canadian Countryman

Member A.B.C.

GOODYEAR BLDG., TORONTO, ONT.

Munitions of Marketing

A regular department for the review of catalogues, booklets, folders and such other "Munitions of Marketing" as seem worthy of your attention. Put MARKETING on your mailing list, and bring to our notice any art work, engravings and printed matter "made in Canada" which you think noteworthy.

I HAVE been reading the ads of a certain phonograph company for a long time. Each ad left its impression and the other day I responded. I did it because they aroused my interest to such a degree that I wanted to know more about their instrument. The reply was a very nice letter telling me that a booklet would follow in the next mail. I waited for it and found it in the mail box the next morning, and in the same envelope there were six folders and a catalogue of records. I didn't know where to begin. Needless to say I was disappointed. It was too much as if they wanted to have it all over with in a hurry—"Here's all the literature we have. Wade through it and find out what you can." I wanted to get that booklet with a nice letter calling my attention to different points about the instrument. After I had finished the book I should have received another letter with one of the folders telling me about a particular feature of the machine and I should have been invited to the local showrooms to have a demonstration—and possibly as a clincher another letter with a catalogue of records calling attention to a certain few choice selections would have made me feel rather kindly towards them.

Instead I picked up the book, which is a beautiful piece of printing, with the feeling that I didn't much care if I read it or not. I received another jar when I saw rubber-stamped on the cover the name of the Canadian distributors. Here was a company selling a high class instrument—which they claim to be the peer of all phonographs—and yet not willing to spend the little extra to have their agents' names printed on the catalogue. When I started to read the book I was inclined to pick it to pieces. When I got down to the paragraph where it said "Crudities are eliminated. A wonderful coordination and simplification of parts has been accomplished. Inaccuracies in reproduction have been, indeed, reduced to a negligible minimum—made inaudible to any but the most expert and sensitive ear"—O death, where is thy sting.

I'm a plain man—as intelligent as the ordinary business man—and that description made me smile. How much better it would have been to put it in simple language—I could have forgiven the rest.

Now, that machine may be a wonder and I may be missing something by not hearing it, but I'm not going to—at least not just now. And chances are that someone else may sell me some other machine in the meantime. And there are others in this country who will be affected just as I was.

* * *

If I were in the Pulp and Paper business and received through the mails a folder which had as a title "Better Pulp and More of It," I certainly would open to the next page to see how I was going to get it. This folder which I have is about 8 x 15 flat, folded to 8 x 5. As I open it I see the top of a pulp grinder and on the outside of the second fold is the follow-up to the title. I turn the next fold and see the entire machine with this bold statement "These Grinders Increase Production." Below this is five reasons why—and then I'm led to send for the catalogue. The Waterous Engine Works Co., Limited, of Brantford, could make it easier for me by enclosing a card in the folder—a card which I would only have to sign—or better still they could have it signed by typewriter and all I would have to do is send it in. The folder is very nicely printed in two colors on yellow bristol and is a credit to whoever designed it.

* * *

The Peerless Underwear Co., Ltd., of Hamilton, has issued a rather attractive little folder for envelope enclosure, describing their "Vanta Vests" for kiddies. It is well illustrated with action photographs of a little baby boy fitted with one of their garments. Each page drives home some particular argument. The copy could be improved. The folder is written to appeal to the reader—for instance "mothers and babies both are quick to appreciate." How much better it would have been to say "You and your baby will be quick to show appreciation—" Again—"Buttons come off, pins stick, but Vanta Vests have no bad features." The copy stops and does not tell the reader that these vests have no buttons, but are tied with tape. Two of the photographs taken of the baby lying on his back are placed verticle in the folder and they look as if the baby had been tied papoose-like to a board. These are little technical errors which will detract—for women are very critical.

* * *

From the House of Jevne, Los Angeles, Cal., comes their annual catalogue of holiday good things to eat. The book is written to make the reader want each article for himself—which is a good way of selling things to be used for gifts. What struck me most about the book was the envelope it came in. On the outside was a friendly message which told me that the Government requested "Useful giving and early buying," and requested that I order so that my selections could be sent out before Dec. 15. They assumed that I was going to buy. In the book was an order blank folded so that I first saw this "Why not give as you would be given to?" followed by a little sales talk which led me to look at each page of the catalogue. The text of the book is so appealing that it peeves me to think the company is so far away and on the other side of the line. No one in Canada has ever tried to sell me on the idea of giving fruits, nuts or other dainty eatables for Christmas gifts, I wonder why.

Over 11,000 London Homes Use Electricity

"The total number of users of electricity in London, is greater per capita than all available statistics show for any other city."

"The rate of increase in number of consumers for the past 5 years, averages 1100 per year."

" There are only three towns I can think of in Western Ontario not using Hydro."

London was the pivotal point in the initial campaign for Hydro-electric power to the Western Ontario municipalities.

The plans were most vigorously and powerfully opposed. The London Free Press, however, believed in the scheme, and entered upon a campaign of education in its behalf. Hundreds of columns of space were devoted to this effort through the six years which intervened between the launching of the idea and its fruition. London was the pivotal point, and the support of the London Free Press was the pivotal influence.

This propaganda has resulted in developing the greatest market in all Canada for things electrical.

The London Free Press is the logical advertising means to this rich and responsive market.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Farmers Show You the Way—

Every Manufacturer seeking the farm field, likes to know just where his competitors are placing the largest volume of their advertising.

But what is still more vital is to know whether or not the farmers he desires to reach use that particular publication for their own advertising. A farm paper in close touch with the farm homes and farm conditions will always carry much of the farmers own business advertising—whether it is in dairy, beef, horses, grain, etc. The volume of this advertising is the one sure way the Manufacturer has of measuring the strength of that publication in its particular field.

Dairy farmers know the value of advertising. They are our biggest farmer advertisers. They place the bulk of it in Farm and Dairy—the National Dairy paper. Up to September of last year, Farm and Dairy carried more dairy live-stock advertising than all the other Ontario papers, combined. During December last, dairy farmers used 15,318 lines of advertising in Farm and Dairy, being more than the total live-stock advertising carried in any other farm paper in Canada, with the exception of the Grain Growers Guide of Winnipeg, the only other farmer owned paper in the Dominion. During the same month Farm and Dairy (standing in only 5th place in volume of circulation) carried the second largest volume of gross advertising and the largest volume of live-stock advertising in the Eastern Canada Field.

Where dairy farmers place their advertising is where you as a Manufacturer, can reach them most effeciently with *your* advertising. It is on this account that so many of the big Manufacturing firms are realizing how vital it is that their advertising should appear in Farm and Dairy, if they are to secure a bigger volume of the best business of this Province.

It explains why we have recently booked over 25,000 lines of automobile advertising to be used during 1919.

Where Women Place Their Confidence

The Farm Women of Ontario also believe in Farm and Dairy. During the month of January, the Household Department of Farm and Dairy has received 568 letters in connection with patterns, recipes, etc., from the women folks. Yes, a letter from a little over one in every forty of the farm homes—and all in four weeks time. Such confidence explains the satisfactory returns of every advertiser of home equipment. It explains why one musical firm has just placed with us an order for six full pages following upon two already used.

Yes, the dairy field is the "cream" of Eastern Canada. It is such homes as these (nearly 20,000 of them) who receive and read Farm and Dairy every week. It is their guide—the only paper owned and controlled by farmers in Eastern Canada—the publication that specializes on the dairy field. These homes are the heaviest buying customers the Canadian or American Manufacturers can reach. The fact that Farm and Dairy (like the Grain Growers Guide) is owned by the farmers is the assurance of their confidence. The volume of their own advertising in Farm and Dairy guarantees you their interest in your publicity.

Farm & Dairy

Canada's National Dairy Magazine

A.B.C. member—Reports on request.

Advertising and Color Rates on Request.

Peterboro - - Ontario

In December 5th issue dairy farmers used nearly fifteen pages of their own advertising in Farm and Dairy. These men being farmers, know the class of farmers they want to reach. That is why they use Farm and Dairy. YOU too can reach these wealthy farmers' homes through our pages.

Dairy cattle are the cheapest human food producers in the world. Dairy farmers are universally the wealthiest.

I wrote for a recipe booklet in answer to an ad signed by a company selling a nationally known food product. The booklet is a product of Rogers, Chicago, and is like all the other jobs coming from this house—very high grade. The illustrations are in process colors and are very snappy. The copy is just the kind a woman would be glad to sit down and read. I know for I took it home. We tried several of the recipes and found them good. But there was a jarring note. With the book came a form letter which started off "Dear Madam: I have asked that all requests for our booklet be sent direct to me so that I could answer them personally———." And the letter wasn't even signed. This is what my wife said, "This is an insult to the intelligence of any woman. I wonder if they think we are living in an age of back-woods days. It is a shame to spoil such a nice booklet with a lying letter."

The letter was decidedly "form." There was no attempt at filling in the name. It had the key number at the bottom showing the number printed, and the date. It left a decidedly bad impression with us and it will do the same with thousands of others. How much better it would have been to have written a personal letter telling us where we might purchase the product in this city—it could have been such a friendly letter that would have taken us to the store for a trial. Instead of that we used a substitute where their product was called for in the recipes.

Makers of Food Products Greatly Enlarge Output

An increase in the output of manufactured food products has taken place in Canada under the stimulus that easily rivals the expansion noted in the output of farm products. In the absence of accurate figures on the value of manufacturers of food products the great increase during the last two years has been generally appreciated. The Dominion Bureau of Statistics has just recently completed its compilation of a complete census of industry for 1917. These figures are now available for comparison with those of 1915, which is the last year for which similar data are available.

Manufacturers of food products are valued at $388,815,362 in 1915. The 1917 total amounts to $755,245,185. After making allowance for the material increase in cost of foodstuffs, which would reduce the apparent increase in volume of production, a considerable margin is left which represents an actual increase in output.

According to a recent municipal census, the population of Montreal is 685,539. Of this number 442,675 are recorded as French speaking. It does not follow, of course, that all listed as French speaking cannot speak or read English, since many thousands of them are undoubtedly readers of the English dailies. This, however, does not seriously discount the importance of the French speaking element n Montreal's retail trade.

Canadian Manufacturers and Export Trade

"Certain manufacturers in Canada appear to be assuming an apathetic attitude in regard to export trade" complains a recent editorial in the Toronto *Globe*. "It is based on the belief that the requirements of the home market will be large, and therefore quite sufficient for their attention. It is to be hoped this attitude is not general. It would be unfortunate if it were. Had it not been for the export trade the position of the manufacturing industry of the country would have been serious during the past three years.

That the manufacturers of Canada are in every way in a better position to compete for the export trade now than before the war there can be no doubt. Plants are both larger and more efficiently equipped, while from the standpoint of financial resources industrial companies are infinitely stronger than they were three or four years ago.

We are already getting a foretaste of what may happen if there is not a general response on the part of the manufacturers to the movement for developing the export trade of the country. During the eight months ending November of the present fiscal year the export trade in manufactured goods declined by $82,639,415, or over 16 per cent., compared with the corresponding period of 1917. Want of adequate ocean shipping facilities doubtless had something to do with this decline. But we are face to face with the fact that munitions bulked largely in our exports of manufactured products. In 1917 they constituted a little over 60 per cent. of the total. With the cessation of hostilities we, therefore, lose by the elimination of one line alone more than one-half of our total export trade in manufactured products.

Aside altogether from the importance of the export trade as a factor in keeping our factories running to capacity and giving employment to labor, there is its importance in relation to international settlements. A year or two prior to the outbreak of the war our annual interest charges on money borrowed abroad by Federal and Provincial Governments, municipalities and corporations was about $135,000,000. To-day it is about $180,000,000, or, say $500,000 a day. Of this, $140,000,000 is payable in Great Britain, the balance being payable in the United States.

In view of this heavy annual interest charge it is important that the trade balance in our favor should be maintained at as high a point as possible. At present this favorable balance is diminishing at a relatively greater ratio than the export trade. For instance, the favorable balance for the eight months ending November was about 50 per cent. smaller than for the same period in 1917, being $197,136,880, compared with $398,462,842.

With the Government at last making a definite move to develop the export trade it would be a grave mistake for manufacturers to fail to do their part.

G. B. Levis, advertising manager of the Canadian Milk Products Company, Toronto, who enlisted in the American Army a year and a half ago, is back in his old place.

"The symbol of quality"

When the Bowes Company, Limited, decided to place its business through an advertising agency, it particularly desired to get into good company. Its addition to our list of clients is a tribute not only to this firm's good judgment, but to the class of business houses whom we are proud to serve.

Thanks partly to a policy of carefully planned and systematic advertising, the Bowes trade-mark is recognized as a symbol of quality, and in thousands of the best homes in Canada it has demonstrated that it is a sure, safe guide by which to buy.

Norris - Patterson

Limited

Advertising Agency

10 East Adelaide Street - Toronto

"Its all in the service"

Advertising Ideas

THE value of any advertising space in a publication—or the value of any printed matter—is determined by what you put in it. The space or printed matter merely represents an opportunity to say something.

Realizing this, it is easy to see how much can be added to the *value* of an advertisement, catalogue, booklet, store or street car card, etc., by added strength in the selling appeal—contributed by better illustrations equality appearance.

Our success has been built on our ability to secure this *added value* for our customers.

May we show you what we can do for you ?

Indicate your needs, and we'll gladly submit our suggestions.

BRIGDENS LIMITED

ARTISTS, PHOTOGRAPHERS
.. ENGRAVERS, PRINTERS ..

160 WEST RICHMOND ST.
TORONTO

AND AT WINNIPEG

THE ALLARD-BROPHY CO.

26-28 Adelaide St. W. TORONTO — CIRCULATION SPECIALISTS — Also Morgan Bldg. BUFFALO, N.Y.

WE give below a list of The American and The Canadian Publishers our sales force is serving. If you are interested in obtaining more circulation for your publication you would do well to get in touch with us. We conduct contests, for newspapers only; also house to house canvasses in your towns and counties. Our methods are up-to-date, and are highly endorsed, by both American and Canadian Publishers. Write us to-day stating your subscription requirements.

American Publishers We Serve
THE AMERICAN MAGAZINE
PICTORIAL REVIEW
WOMAN'S HOME COMPANION
McCLURE'S MAGAZINE
GOOD HOUSEKEEPING
COSMOPOLITAN
OUR BOYS
HEARSTS

Canadian Publishers We Serve
MACLEAN'S MAGAZINE
CANADIAN HOME JOURNAL
TORONTO SATURDAY NIGHT
CANADIAN COURIER
CANADIAN COUNTRYMAN
CANADIAN FARM

THE LARGEST AND MOST SUCCESSFUL AGENCY IN AMERICA

Paint Makers to Advertise Co-operatively

Canadian paint makers are still discussing plans for co-operative advertising. At the recent annual meeting of the Canadian Paint Oil and Varnish Association this was one of the subjects discussed, though the scheme has not yet taken definite form. This reflects the interest being taken in such a plan in the United States, where a wide campaign of advertising to cover the country is being planned. There has been much talk of this in Canadian paint circles for several years, but for some reason it fails to get past the "prospective" stage.

W. S. Ware, manager of the W. K. Kellogg Cereal Company's Canadian business, has returned to his desk after a year's absence occasioned by illness.

Retailers Failed to Make Good

Windsor retailers, who induced W. F. Herman to buy the *Record* last year and refuse advertising of Detroit stores on their promise to adequately support the paper, have fallen down, and it is announced that the Border Cities *Star* will follow the policy of the *Record* which it succeeded, and accept advertising from Detroit merchants.

When the subject of a new paper in Windsor to compete with the *Record* finally reached a concrete basis during the summer of 1918. Advertising contracts providing for the use of approximately $50,000 worth of space to be used in six months by Canadian retailers were secured by a special committee of Windsor merchants.

After unsuccessfully attempting to secure a franchise, Mr. Herman finally purchased the *Record* from John M. McKay at the large figure of $150,000. He took possession September 1, 1918.

Newspaper publishers and advertisers throughout Canada and the United States watched with interest the experiment of a group of small communities, located on the border, with the assistance of the local newspaper excluding Detroit advertising, entering into competition with larger stores in close proximity that could, in many cases sell various lines of merchandise at a much lower figure than the same goods could be purchased in Canada.

The advertising rate was increased from 25 cents per inch to 50 cents, and this advance, although they themselves unanimously admit that a much larger circulation, a much better paper, and increased operating expenses, and the purchase of new equipment justified such action, the merchants, in the majority of cases did not use the space they had contracted for, and the paper lost money, with the result that its columns will now be open to competitive Detroit advertising.

Other dailies in Canada are losing considerable revenues by refusing the advertising of out-of-town stores, without getting compensating support from their local retailers. Possibly they will be influenced to change their policy by the results of Mr. Herman's experiment.

The Ten Objections to Efficiency

By Herbert N. Casson

Here are the ten typical objections to efficiency. In my experience they are the most common, and I hear them everywhere—not all of them at any one time, but all of them from time to time.

1. "*We are used to our old ways and don't care to change.*"

Of course you are. I am used to my old shoes—my old pipe—and my old piano. I have to get new shoes or go barefooted—my old pipe at last burns out—and the old piano ceases to play even the old music for me.

You would renew yourself if you could, and even spend the last twenty years trying to do it.

Renewal is the eternal law.

You may like the old ways but you cannot live by them. Too many of them are worn out and should be discarded.

2. "*Efficiency is a new-fangled experiment.*"

Sure it is—that is why we have to use propaganda to educate people. If it were old—it would be making place for something better.

You should lay aside money and time for experimentation. Organized experimentation is the settled policy of such concerns as the Standard Oil Co., Armour & Co., Burroughs Adding Machine Co., National Cash Register Co., United Shoe Machinery Co.,—they keep ahead of competition through their efficiency in discovering new and better ways, fruits of open-mindedness to new ideas.

Try efficiency, with an open mind, and see for yourself.

3. "*I don't believe in outside experts or specialists.*"

Oh, yes, you do. When you have a toothache you go to a dentist. He is an outside expert. You have your books of account audited by an outside expert. You have your clothes made by an outside expert—a tailor. You go to an outside chemist to have your coal tested. You hire a patent lawyer to protect you from your own over-confidence. You ask an expert to interpret the law for you.

Every day your life and your mind are guided by outsiders.

Nobody can see more than two sides of a square house at one time. It is necessary to project oneself mentally to imagine the other sides. But to have it under really close observation you must have someone help you from a different vantage point than your own.

The same thing is true of business. No organization can hope to see all its sides unaided. It must have outside point of view, or work on a distorted basis.

It is a matter of history that general improvements come from outside and that detail improvements come from inside.

The safe management is looking constantly for suggestions from the outside. These are welcomed either from customers, members of the buying and selling staffs, or from paid experts.

POSTERS are the heavy artillery—the barrage—which pave the way for your goods to go "over the top."

The "strategy" which makes their use most effective is the fruit of much experience. This is where I can be of service to you. Let me show you how.

A.R.KENT

Outdoor Advertising
Everywhere in Canada

Kent Building,
TORONTO

Moses Knows

Bert. M. Moses, of the Omega Chemical Company, New York, in a recent address said:—

"I think a lot of street car advertising because in that manner an advertiser can get a tremendous lot of publicity for a little money.

"To put the thing into concrete form, I believe that, dollar for dollar, an advertiser gets more publicity for his investment in street car advertising than in any other medium known to mankind."

If you want to get all the particulars address:

The Canadian Street Car Advertising Co.
Limited

TORONTO MONTREAL WINNIPEG

A Circulation Statement Every Month

The CANADIAN HOME JOURNAL, starting February, will issue a Circulation Statement on the 15th of each month, giving the distribution of the current month's issue.

The first statement to be sent out will show a Net Paid circulation of over 36,000, and a total press run in excess of 37,500.

These statements will be sent to Agencies and Advertisers only upon request. If you are in either of these classes, and desire these statements, they will be sent regularly, if you will ask us to add your name to our list.

Canadian Home Journal,

71 Richmond St. West

TORONTO - - ONTARIO

4. "*We have been in this business all our lives, and we don't believe we have much to learn.*"

Piffle! What would you say to one of your employees who would claim he hadn't anything to learn? If you can't be taught anything you are either dead or you are not getting what you should. I went through an office of a man who knew it all, and saved him $158 a week with three suggestions. The wisest men are always learning.

5. "*I know my job.*"

Do you? Are you sure? So the young mother says: "I know my own baby."

The little graves in the church-yard yonder tell the story of the education of motherhood.

Just because the job is yours is no reason why you know it. Look at the men who have beaten your record. Don't know any? I'll show you some If there is any chance of you knowing it better, isn't it wise to find out? Can you afford to run the chance of being a second or third-class man on anything so important as your own job?

6. "*Efficiency is foreign to true Democracy; it is Prussianism.*"

On the contrary—it is true democracy—because it makes each one of us do our best in every way of greatest value to society, i.e., by producing the greatest amount of the best results at the least cost in time, money and materials, thereby making it possible to give the best at the least cost—putting the best in reach of the greatest number. That is truly a democratic ideal, is it not? Far from being Prussian it is Efficiency that beat the German empires.

7. "*It will destroy individuality.*"

Tut, tut! How much have you got? Generally the less individuality a man has the more fuss he makes about it. Efficiency makes and develops personality. It frees him from the shackels of mediocre ideas. It gives him larger visions—greater skill—and puts his feet on the road to greater rewards. It means a new set of rules, fair, square and helpful, in a new and larger game, in which you can realize to the full what you have within you.

8. "*It may endanger my authority.*"

Perhaps it will. If you are depending more upon your Title than upon Efficiency you are going to lose your Authority. Authority flows to the man who knows. You can't stop it. The man who knows is always the Leader—all the power of Kings, Presidents, Boards of Directors can't make an inefficient man a Leader of men. They may give him the title, but they cannot give him authority over an organization.

9. "*It makes the worker a machine.*"

No, and again I say NO!

It makes the worker a Brain. It encourages him to think. It fires his imagination. It gives him a vision. It makes him a person. It changes stupid drudgery into skilled work—wherein artists may create. Is it not better that a man should do his work the one right way, instead of muddling through the ten wrong ways? Everyone is a machine, more or less. You are; I am.

Habit is our machinery. We are creatures of habit.

Efficiency gives us the right habit—the habit of thought—correct and resultful, with a prize of contentment and satisfaction.

10. "*We are doing our best now.*"

Of course you are. Is that any reason why you should not do better? Is that a good reason why you should set a limit on your possibilities—and development?

Are you not conscious of many wastes and leaks and errors that could be prevented? Why not cure the old ones, and prevent the new ones that will come? Can't you make your best better? Everybody can.

Gordon L. Lemon has returned to the staff of the Hamilton Advertisers' Agency after an absence of a year and a half. This aggressive young Agency will shortly place the Canadian advertising for Armour & Company.

New Advertising Agency

R. S. Muller, recently General Manager of the Canadian Advertising Agency Montreal, and previously Eastern Manager of the Gagnier Advertising Service, has established a business of his own, with offices in the Southam Building, Montreal.

The new agency has been incorporated as R. Sykes Muller Company, Limited, with Mr. Muller as President, and C. F. Goldthwaite as Secretary-Treasurer. Among the firms whose advertising the new agency will place are Canadian Consolidated Rubber Company, Canadian Fairbanks-Morse Company, Dominion Cartridge Company, Palmers, Limited, Champion Spark Plug Company of Canada.

The Sales Manager's Association of Winnipeg at its annual meeting a few weeks ago elected G. R. Bolton, of Campbell Bros. & Wilson as President; W. J. Fulton of the Dominion Radiator Co., first Vice-President; W. J. Bland of the Canada Paint Co., second Vice-President; and A. E. Burns, Secretary. Monthly meetings are held to discuss sales problems.

MARKETING would like to receive reports of the activities of other organizations of sales managers in Canada.

A Readjustment Conference

One of the main duties of a business man just now is adjusting his business to new conditions. To-day, nothing is "as usual," and no business should dare to remain the same as it was before the war.

Ask a scientist, and he will tell you that—"Life is the continuous adjustment of internal to external conditions." So, at a time like this, when external conditions are changing day by day, a manager's work is mainly READJUSTMENT. In fact, it might be well worth while for a manager to have a READJUSTMENT CONFERENCE with himself, if necessary, at least once a week.

A subscriber calls attention to an advertisement which says that "Bread made from Purity Flour is *good to eat.*" Good: Shall we try stuffing the chickens with it.

Still Better Service
To Readers and Advertisers

CANADIAN COURIER

RELIEVED of some of the restrictions of war-time, CANADIAN COURIER is blossoming out in more attractive covers, with an improved quality of printing, on a better quality of paper—all adding to its always strong reader-appeal, and to the value of the service rendered its many advertisers.

50,000
Guaranteed Circulation
(A.B.C. audited)

More than 90% within convenient radius of Canada's most important trading centres. (See figures pages 38 and 39) justifying the inclusion of CANADIAN COURIER in your 1919 schedule.

Published Fortnightly
Forms close every other Monday

HOME OFFICE, Toronto, Canada
WHITING SPECIAL AGENCY, 373 Fourth Avenue, New York.
ARCHER A. KING, Inc., People's Gas Building, Chicago

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th.

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request.

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

A FAIR BAROMETER OF BUSINESS CONDITIONS

In the month of January 1919, the total advertising carried by The Journal Dailies was.....	503,664 lines
In the month of January 1918, the total advertising carried by The Journal Dailies was.....	408,632 lines
An Increase of.....	**95,032 lines**

The above advertising records of The Ottawa Journal Dailies for the opening month of 1919 unquestionably emphasize the confidence of our business interests in the commercial possibilities of Canada's re-construction year.

These figures also furnish a striking endorsement of the tangible results of Journal Advertising.

The Journal Dailies have solved the problem of "local service" and this has helped them to their positions as the dominating mediums of the Ottawa field.

The Journal Dailies

Member A.B C. Ottawa, Canada

Toronto Branch Office: J. B. Rathbone, Manager, 95 King St. East
New York: Chas. H. Eddy Co., Fifth Avenue Building.

Chicago: Chas. H. Eddy Co., People's Gas Bldg.
Boston: Chas. H. Eddy Co., Old South Bldg.

Profit Made on Sale

Profit is no longer made on the buying of merchandise. It is made on the selling. No matter how much increase there is a month from now in the value of goods a merchant buys today, he does not get that increase until the goods are sold. It works the other way too, for when prices decline the loss is taken when the sale is made. But experts seem agreed that prices will go down slower than they went up, and it will be sometime, if ever, before prices get back to former levels.

If the retailer's stock can be kept clean to the extent of being made up as far as possible of advertised branded lines, he has much less to fear than the man whose selling efforts are not backed up by national advertising. Price reductions on these advertised branded lines will not be so marked as in the case of the unadvertised articles for the reason that the advertised articles will be most in demand. If a thing is in demand, if people call for it by name, it stands to reason that the price asked for it is going to drop more slowly than on the other kind of goods.

By advertising now, therefore, the manufacturer can help the merchant organize a strong defense against the price drops that are expected. He can remove uncertainty from the merchant's buying. He can add force to the merchant's selling. He can stabliize conditions and provide dependable insurance against much of the loss that might otherwise come. The best part about it is that in doing this for the retailer he is helping himself.

Liggett's New Adv. Manager

J. I. Phillips, advertising manager of the *Journal* Dailies of Ottawa, has been appointed advertising and sales promotion manager of the Liggett chain of drug stores, operating fifteen stores in Toronto, Ottawa, Hamilton, Winnipeg and Calgary.

George F. Hobart of the Consolidated Advertising Agency, Hamilton and formerly with the Hamilton, Advertisers' Agency has gone to Chicago to join the staff of the Audit Bureau of Circulations.

Planning, reasons Mr. Foghead, requires time. It is also a device to save time. No time—no planning. No planning—no time. Therefore, it is quite evident nothing can be done.

WE SPECIALIZE IN

FOLDING BOXES

CONFECTIONERY BOXES MAILING TUBES

ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL

Quality and Service

Dominion Paper Box Co., Ltd.

TORONTO, Ontario.

Color Worth Three Times as Much

Check-up of sales from mail-order catalogs reveals that color generally pulls about three times better than black and white. The sale of a poor seller, however, cannot be increased three times by putting it in color. It can be increased slightly but not enough to pay. The article to put in color is the one that is susceptible to color exploitation and that has already demonstrated itself to be a brisk seller even though only shown in black and white. This is in line with the principle that the thing to push the hardest is the thing that is selling the easiest.

Products illustrated in black and white on the page opposite the color page sell much better than black and white goods shown elsewhere in the book. The probable reason for this is that the color halts the casual reader and all articles shown nearby get more attention than they otherwise would.

Repeating Copy

A large advertiser recently stated his belief that more of his striking pieces of copy should be repeated. "We get up an exceptionally good advertisement, run it in one month's issue of the magazines and then proceed to bury the idea. Does everybody in the country that we want to reach see that one appeal of ours, even when we use a big list? I'd like to be assured that we get the attention of 20 per cent., or even less."

The mail-order advertisers, who test by actual returns, find it profitable to run certain advertisements again and again, sometimes with slight changes, but preserving the headline, the illustration or the other appeal that struck the responsive chord. Why should the principle be sound in mail-order advertising and unsound in other divisions of publicity?

In a recent issue of the Winnipeg *Tribune*, under a column of church notices, appeared a patent medicine ad headed, "Why Can't I Get to Sleep?" exploiting heart and nerve pills. Who had the heart or the nerve to do this? Would it be considered "preferred position."

Three Things to Do

Always give the date of the letter you are answering. This helps the secretaries of busy men to find the particular correspondence to which your letter relates, because you don't rehearse what the other letter had to say, and the other man has to get his letter in order to intelligently know what you are talking about.

Look at your signature, if it is illegible and if there is any doubt in your mind about it try it on an entirely strange office boy—have your stenographer print your name at the side with her initials. I have four letters on my desk now, whose writers I cannot identify.

Answer only one subject in a letter. That will facilitate your business—especially when your letters cover half a dozen different departments or men. —H. W. A. in the *Lewis Bulletins.*

Galt Has A Bright Future

Much Galt real estate has changed ownership within the past few weeks which proves that this city will forge ahead. This includes property for manufacturers, merchants and residences. One real estate broker sold five residences within a week.

This is only the beginning of what will take place within the near future.

"If your product is worth selling use the Daily Reporter to reach the people of South Waterloo."

The Daily Reporter thoroughly covers the city of Galt, towns of Preston and Hespeler and surrounding territory.

Average net paid circulation for the month of December 1918, 4,117

THE GALT DAILY REPORTER

The Only Daily Newspaper in South Waterloo

"The Best Letter You Ever Wrote"

"Long Short Letters"

"Serving While Selling"

"Why You Have Two Ears"

These are four of more than one hundred titles on which I am writing stimulating Bulletins for stenographers, correspondents and retail salespeople.

These Bulletins cover just one vital point each. They are illustrated, and are punched for loose-leaf filing. They provide space for the employer's or manager's special examples or comments on the topic treated.

These Bulletins have come out of twenty years' experience in advertising, selling, letterwriting and general business writing. They represent what I have learned of employe-training while teaching thousands of people (as head of International Schools of Advertising and Salesmanship), while managing a department of fifty correspondents, and while helping more than a hundred large retailers to make their salespeople more efficient.

Illustrating what may happen when you overstate your case.

My Better Letters and Better Selling Bulletins are supplied by a weekly service arrangement in any quantity desired, at moderate cost. Ideal for use in corporation schools and as a part of any business-training program. Specimens and full particulars sent, free of obligation, to any responsible inquirer. There are probably not more than 300 firms in America with the vision to see what can be accomplished through the homeopathic-palatable-dose-plan of coaching their employes and retailers' employes on better business-getting and business-holding methods.

Maybe Your Concern Or Your Client is One of the 300

S. Roland Hall, College Hill, Easton, Pa.

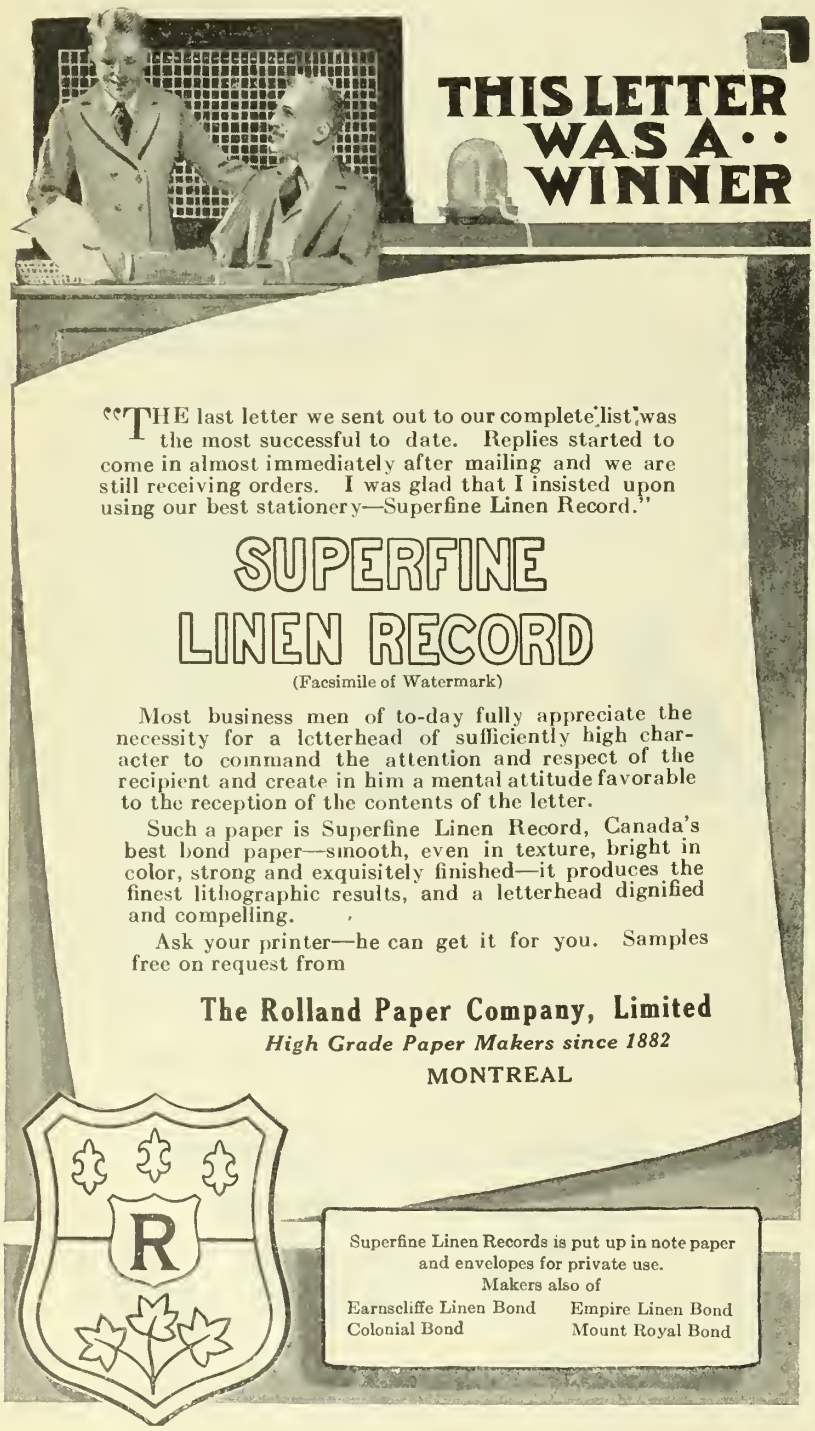
Tireless Toilers

There are no idlers and no unemployed in the busy manufacturing center, Kitchener and Waterloo. Many of the big industries are doubling and trebling their capacity.

Dominion Tire is increasing from an output of 1200 tires daily to 2,500; Kaufman Rubber Co., Onward Manufacturing Co., and others, are enlarging.

THE NEWS RECORD

the dominant paper, is sharing quite satisfactorily in the city's growth.



Mann Made Sales Manager

The Sherwin-Williams Company of Canada, Limited have announced the appointment of Fred. A. Mann to the position of Sales Manager, a newly created office to assist outside salesmen and insure closer co-operation and better returns. Mr. Mann has been with the Sherwin-Williams sales department for nine years, and for the past four years, has been advertising manager.

W. J. Delaney, who has been Mr. Mann's assistant in the advertising department has been appointed to succeed him as advertising manager, and Mr. B. E. Newmark has been selected as sales promotion manager, having recently returned to the company after duties overseas.

❦ ❦ ❦

Nor' West Farmer, Winnipeg, has appointed J. B. Rathbone, Toronto, as Eastern Representative.

❦ ❦ ❦

Captain Godfrey Darling has returned from overseas and resumed his duties as advertising manager of the G. F. Stephens Company, Winnipeg. He was among the first to enlist after war was declared, joining the Fort Garry Horse, as a private, and after eighteen months' work in the trenches he qualified for a commission in the Imperial Army and was attached to the Tank service.

❦ ❦ ❦

Charles G. Drinkwater, Sales Manager of the Canadian Fairbanks-Morse Company, Limited, has been elected to the Montreal Board of Trade Council.

❦ ❦ ❦

Advertising for the Times History of the War is being placed through Smith, Denne & Moore, Adv. Agency.

❦ ❦ ❦

Val Fisher, of the Advertising World, London, England, spent the week of February 10-15th in Montreal and Toronto. Following the appearance of a special Canadian number of Advertising World in March he plans an extended tour of Canada on behalf of British manufacturers interested in this market.

❦ ❦ ❦

United Farmers Issue Sample Stock-Selling Issue

According to Farm & Dairy, the publication issued last month and so liberally patronized by advertisers, is not actually the first number of the journal being promoted by the United Farmer's of Ontario, as many believed. It is said to have been published by a firm of printers, on the authority of the United Farmer's management, to be used as a sample in making sales of stock in the Farmer's Publishing Company, under an arrangement by which the printers retained all the advertising revenue as payment for getting out the edition. The same report states that further issues may be published on a similar basis—and if this is a fact, many advertisers will doubtless be glad to know it. The soliciting of some of the advertising is said to have been of a character which the United Farmer's organization would probably not endorse.

(*Continued from page 49*)

"In my opinion you needn't concern yourself about what the Blank Company will do."

The foregoing opening sentences are not submitted as models to be copied but as examples of how easy it is to compose agreeable, unstilted openings for business letters.

Don't strain for extreme novelty or for cleverness. But a letter may be bright, good-natured, or even humorous at times, and be all the better for it. Above all, let your written words, which stand as records of your thoughts, glow with sincerity, courtesy and earnest desire to serve.

Your Branch Office

Have you a Branch Office?

Is it efficient?

Do you get weekly reports from it?

Do you supervise it?

Do you control it, or is it practically on its own?

Is it active—energetic—competent?

Or has it become a sort of Civil Service Department?

Does it get new customers?

Does it pay a net profit?

Does it reduce the cost of sales?

Does it give a worth-while service to you and to your customers?

From what we have heard of a few Branch Offices many of them need to be drastically reorganized. So if you have one, better look into it and see if it is doing the work that you pay it to do.

How Big are You

You can tell how big you are by looking at the kind of work that you do in a day.

You classify yourself by what you do.

If you spend the day picking up pins, saving pennies, scolding your typist, fussing over details and so forth—well, that's how big you are.

EVERY TRIFLE THAT IS ON YOUR DESK IS AN EVIDENCE THAT YOU ARE A MAN OF TRIFLES.

So take warning. Fuss less and organize more. Big men should do big work and little men should do little work, otherwise your firm is leaderless and adrift.

The Manitoba Free Press

Makes

A Great January Advertising Record

For the month of January, 1919, the Free Press carried 614,150 agate lines of paid display advertising and 237,602 agate lines of paid classified advertising—a total of 851,752 agate lines.

The gain in paid display over January, 1918, was 156,904 agate lines, and the gain in paid classified 65,981 agate lines—a total increase of 222,885 agate lines.

81,997 NET PAID

Circulation for six months ending Sept. 30th, 1918.

Any Advertising Agency or our Toronto Representative, E. J. Guy, 302 Royal Bank Bldg., will be glad to give you all further desired information respecting the Free Press and its field.

Manitoba Free Press Co. Ltd.

WINNIPEG, Man.

DENNISTEEL *Made in Canada*

Wardrobe Lockers Save Time, Space and Money

Employees appreciate the privacy, comfort, cleanliness and positive security afforded by our all-steel lockers. In these days of welfare work and efforts to improve the lot of workers, DENNISTEEL Lockers are being adopted very generally throughout the Dominion. They save valuable time for employers by making it easy for employees to put clothes away and take out things ready for work. They economize on space, are FIREPROOF and save money because they are indestructible. Finished in handsome baked-on enamel of shade required. Write for illustrated folders.

We Make Steel Shelving, Cabinets, Bins, Etc.

THE DENNIS WIRE AND IRON WORKS CO. LIMITED

LONDON CANADA

Halifax Montreal Ottawa Toronto Winnipeg Calgary Vancouver

RETURNED OFFICER

honorably discharged, seeks opportunity with high-grade publishing house, agency or well-established daily in the capacity of

ADVERTISING MANAGER

Three years experience in similar position in Ontario city of 25,000, capable solicitor and copy-writer. Thoroughly familiar with both local and foreign departments. First-class training. Fine record.

P.O. BOX 257,
Fort William, Ont.

TRANSLATIONS

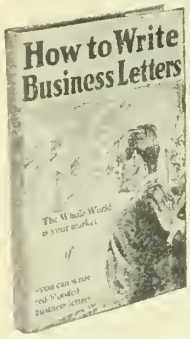
English into French

Advertising Booklets, Catalogues, Circulars, Posters, Technical Literature

Why not secure expert service at once? It saves time and trouble.

LEON A. ARCHAMBAULT

P.O. Box 135, Station B, MONTREAL.
Telephone Uptown 4044



How to Write Business Letters

This practical book was produced after careful analysis of more than 1900 letters—some unusually successful, others partially so, and some failed of their purpose. This book tells why they were successful or why they failed.

How to Write Business Letters takes the actual everyday correspondence you receive and shows you specifically how to answer it with the best results. Shows you with reproductions of actual letters that have sold goods, collected accounts, increased trade and prestige for some of the shrewdest correspondents in America.

Here, too, are reproduced whole series of follow-up letters that have won countless dollars in additional profit. A careful reading of one of the series alone may give you new ideas for your letters worth thousands of dollars.

160 pages, 6x8½ in.

PRICE $1.50, including packing and carriage charges. Order from

MARKETING, 53 Yonge St., Toronto.

1918 A Good Year for A.C.A.

Fifth Annual Meeting Association of Canadian Advertisers shows marked progress

SUBSTANTIAL progress marked the fourth year of existence for the Association of Canadian Advertisers, Inc., which held its annual meeting in Montreal on January 22nd and 23rd.

The sessions were well attended by representatives of a large proportion of the membership, and the earnestness with which the various matters coming before the meetings are said to have been discussed evidences the lively interest taken in its affairs. Because of the confidential character of the meetings we are not privileged to report the discussions or conclusions reached, but these will doubtless be disclosed in the Association's future activities.

Reports of officers and committees showed an increased membership, adequate finances, and satisfactory development in several matters with which the Association has concerned itself during the past few years. Of greatest interest, perhaps, was the settlement of the long-standing dispute with certain Toronto newspapers over the question of their discrimination against national advertisers located in Toronto, which was finally adjusted several months ago. Although a few members are said to have argued that the increase of rates to national advertisers more than offset any other advantage gained, most of the members regard the outcome as entirely satisfactory. To hold otherwise is to assume that rates would not have been increased and that they are now unreasonable—an assumption which is not supported by conditions in the newspaper field.

Much satisfaction was expressed over the situation with respect to circulation data now obtainable from publishers generally. Figures presented showed that 83% of the total daily newspaper circulation in Canada was now audited, including that of all dailies having a circulation of 50,000 and over. This is a better showing than in any other country, and is largely due to the efforts of the Association during the past four years. Had nothing more been accomplished this, of itself, would amply justify the organization's maintenance.

The annual dinner was addressed by Mr. Jason Rogers of the New York Globe, Mr. Stanley Clague of the Audit Bureau of Circulations, and Mr. John Sullivan, Secretary of the Association of National Advertisers of the United States.

Mr. Jason Rogers said that business in Canada, the United States, Great Britain and France could never go back to the pre-war basis. In all of these countries there had been speeding up, with larger plants, and advertising was going to play the most important part in producing the demand for output of commodities. The answer to Bolshevism and unrest was spelled by our success in meeting this reconstruction problem. "Capital is bound to take a lower percentage of profit in the future," said Mr. Rogers, "and labor to take more; that is the sentiment that is being expressed at all these meetings, and it is being concurred in by the most expert men we have in the United States. Capital does not like to admit the proposition, but if we don't do it peacefully, it will happen to us otherwise."

Mr. Rogers told something of his experiences in newspaper advertising in the past thirty years and spoke of Henry Ford's methods of selling his goods. "One thing we have found in advertising is that it is no substitute for the real goods; in other words, it is absolutely useless to advertise something that won't repeat. If advertising is such a fragile hothouse plant that we can't criticize it freely, then the fabric had better fall to pieces." The speaker went on to commend the use of a well-regulated service agency, and he asked the newspapers of Canada to realize the benefit of their joining forces with the big selling agencies in the United States by creating what he characterized as local national advertising.

With regard to circulation figures, Mr. Rogers told of his action when he took over the management of the New York Globe and how he proceeded on the strict basis of a net paid-up circulation. He declared that any newspaper or any advertiser that did not stand by the Audit Bureau and that measure of circulation was either foolish or a crook. Bankers were believed to be honest, but had nevertheless to submit to government checks. The speaker concluded by saying that anything they on that side of the line could do to help, they would gladly do, and he begged them to "get out of that foolish competitive proposition, for the nearer we get to each other, the better."

Newspaper Policy

Mr. Wm. Finlay, in introducing Mr. Stanley Clague, advised advertising men to find out what a newspaper stood for editorially and in general policy, how it viewed and treated local movements and certain interests, before they used it.

Mr. Stanley Clague, of the Audit Bureau of Circulations, Chicago, paid a tribute to the efforts of the Association in furthering the movement for audited circulation. He said in the A. B. C. they had 83 per cent. of the daily newspaper circulation in Canada, and Canada's appreciation of that bureau was something of which they were proud. The bureau was growing both in staff and in efficiency. That bureau was asking for the support of papers and magazines which threw open their books, so that those who spent their money might do so wisely, and he suggested that until publishers were willing to do this, advertising agents were justified in withholding their advertising. The Audit Bureau in its result would mean better literature, newspapers and magazines than ever before. So long as a paper or magazine was published for the sole purpose of making money it was a menace to the community. The only way a paper could benefit the community was by being so editorially sound that people wanted to buy it and not because a jacknife was given with it.

Mr. John Sullivan, of the Association of National Advertisers, New York, spoke of the new markets created by Germany's defeat, and he also discussed the changed relations between capital and labor.

The dinner was well attended by members of the association and by representatives of publishers and agents' organizations.

Questions discussed during the sessions included the ever-present problem of objectionable advertising, standard forms and rate cards, special editions, and one time publications, circulation booming contests (again condemned), window displays, reaching dealers, returned soldiers, and increased advertising costs.

Officers and directors elected for the ensuing year were President W. M. Mackay, Lever Bros. Ltd., Vice-President, W. C. Betts, S. Davis & Sons; Treasurer, J. R. Kirkpatrick, E. W. Gillett Co.: Directors, L. R. Greene, Tucketts Limited, B. H. Bramble, Canadian Chewing Gum Co., G. F. Morrow, Atlantic Sugar Refineries, E. H. Emery, Lake of the Woods Milling Co., D. George Clark, McClary Mfg. Co., W. T. Gregory, Cowan Company.

It was decided to hold more frequent meetings in Montreal and Toronto, and to extend the confidential bulletin service.

Howard Neville, advertising manager of the Alaska Bedding Companies, Montreal, has resigned, after several years service, and expects to locate in Toronto or Hamilton in the near future. Previous to going with the Alaska organization he was Montreal representative for the Acton publications.

G. E. McCulloch, recently appointed general sales manager of the same company, has also resigned.

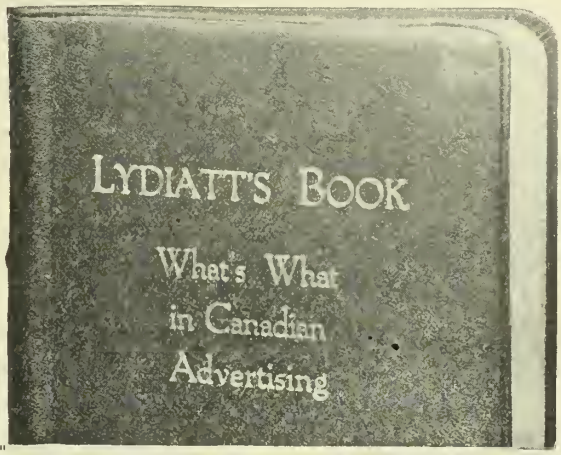
Frank H. Harris, for two years in charge of agencies for Avery Tractors with R. A. Lister & Co. has been appointed business manager of the Canada Farmers' Publishing Syndicate, Toronto. He takes charge of the Farming-with-power and Labor-saving Machinery departments in connection with Rural Canada and the United Farmer.

C. T. Miller, for the past seven years chief accountant of T. H. Estabrooks Co., proprietors of Red Rose Tea, has been appointed manager of the Toronto branch, succeeding Geo. H. Campbell.

"Big Six" is the name of a new cereal now being aggressively promoted through newspaper and outdoor advertising. It gets its name through the six grains of which it is made, being a combination of wheat, oats, barley, rye, millet and flax, and is said to retain the food values of all these grains. The advertisements are large and bold, but not particularly attractive for a food specialty.

The food licensing system is to be continued for another year, under the control of the Canada Food Board.

New 1919 Edition
Ready March 1st
Price $3.00



Save $1.00
by ordering your copy now

Advance orders with remittance received prior to March 1st 1919, will be accepted at $2 a copy.

Authoritative Rate Book of Canadian Advertising Media

More accurate and complete information as to rates and circulations of all publications than is found in the files of many agencies. Hundreds of the largest advertisers and agents in Canada, the United States and England rely on it very largely for the information they need in selecting mediums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving, ready-reference. "We find it absolutely necessary in our work," say the advertising agents of Ivory Soap, in ordering this year's edition.

Sixth Year of Publication

Many changes in rates, in closing dates, publication sizes, frequency of issue, and in the relative standing and costs of competing mediums, many important new market statistics—literally hundreds of details and changes necessary to bring your information up-to-date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

A handy, pocket-size, leather-bound book, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Order your copy now.

W. A. LYDIATT, Publisher
53 Yonge Street, - - TORONTO

MULTIGRAPH LETTERS

REPORTING ADDRESSING
PUBLIC STENOGRAPHER

For firms in all parts of Canada

E. Marie Halter
305 Dominion Bank Bldg.
TORONTO
Telephone: Adelaide 5444

Let Us Do Your Illustrating

We have a most efficient staff of Photographers and Commercial Artists. Our Illustrations are selling thousands of dollars of merchandise. We give the maximum of service, our work is thorough. Satisfied customers will testify that "our drawings draw business." Let us advise with you how to obtain the greatest results from your advertising appropriation large and small.

R. W. MENZIES & CO.
MAIN 2210
Photographers and Artists
325 Crown Office Bldg.
Queen and Victoria - TORONTO

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than any other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

E. ST. ELMO LEWIS
PERSONAL COUNSEL
FOR EXECUTIVES

Reports on Sales, Advertising and Marketing Organizations; on Plans, Performance, and Possibilities.

"The Lewis Bulletins," issued Semi-monthly, free to Executives.

347 FIFTH AVENUE
NEW YORK

Quality and Service

Multigraph Letters

Mailing Lists
Adv. Letters Written
Best Produced Anywhere

Addressing Folding Mailing

PHONE ADELAIDE 3313

HARRY EDWARDS & SON
E. BENNETT, Manager
152 Bay Street, - - TORONTO

(*Continued from page 44*)

toms, different in standing. He can at best only apply the home policy to the actual situation as it confronts him. In nine cases out of ten he must act first and ask confirmation afterwards. His authority in his own territory comes pretty close to being supreme.

One thing that is important to guard against in branch management is *divided responsibility.*

If a man is put in charge he should be *permitted to manage,* free from all restrictions save those necessary for home office control. Once appointed he should be trusted implicitly—any occasion for lack of trust should be followed by recall or dismissal.

My own organization has tried dual control at a branch—and it has not worked. Instead we have had dissention, shifting of blame—everything but team work. Now when we appoint a manager we give him a free hand, and *it is up to him alone to make good.*

Here's another suggestion: Not only is it desirable to keep under observation in the home office one or more persons who may be usable some day for work abroad, but the foreign branch manager should be encouraged to develop talent in his own organization, and when desirable to send it to the home office for cultivation. Many excellent employees and executives can be secured in this way, both for the home office export department and as later candidates for foreign work.

The Selling Force

I have often been asked, "Which is the more desirable in a foreign market, the native or a home-trained salesman?" We have tried both with varying success. Generally speaking, however, our own experience inclines us toward the men from our own country who know our proposition and who may be sufficiently adapted to the manners and customs of the countries into which we send them to render them acceptable to the trade there.

Whenever possible, a short, practical training in the manufacturer's home market is desirable. When this cannot be done, however, as in cases where the salesman is hired in the foreign country, he should be given the fullest possible opportunity to get acquainted with the organization, its policies, aims and ideals. A portfolio, with illustrations of the factory and its processes, the home office and its staff of workers and many other things will help the salesman not merely to visualize, but to get into sympathy with his organization. This same material can often be shown by the salesman to his trade, with similar results.

Too often the manufacturer has been content to entrust his product and his policies to an organization of another nationality—thus missing the direct contact that goes so far towards creating a mutual understanding which must precede good will.

The direct communication of our manufacturers with foreign markets through their own organizations would remove much of the misconception prevalent abroad as to our methods and business practice, and would take us a long step towards a sympathetic understanding of our business aims and ideals among the people of other nations.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 24,339
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 6,228
One daily in big prosperous farming district, one of the best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,542
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,117
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 40,594
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

St. Thomas, Ont., TIMES-JOURNAL (E) 9,248
Only daily in St. Thomas or Elgin County, and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,097
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,805
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Buy Space

As you would

Buy Any Other Commodity

When a manufacturer buys coal he gets lump, run-of-mine or slack. If he buys in a large way he tests the coal for thermal units.

He buys the quality best suited to his needs, but he does not pay for lump and accept delivery of slack.

He can buy Advertising space on the same basis. He can ascertain the facts in regard to free distribution, return copies, arrears and other items that effect the value of the products. He can learn just where the papers go, and thus avoid undue duplication.

The measuring and testing machine for circulation is the Audit Bureau of Circulations. It is doing for advertising what standarized weights and measures have done for commerce and industry.

Most of the good advertising mediums of Canada will show you an A.B.C. statement if you request it.

If you would like to have these statements on file in your own office, or if you desire a list of Canadian members, address

Audit Bureau of Circulations

15 E. Washington St.
Chicago, Ill.

1211 Candler Building,
New York, N.Y.

Don't Overlook One of Canada's Richest Markets

ALBERTA

Grain Crop 1918, value .	$117,986,120
Other Products, value .	96,174,491
Live stock . . .	187,376,188
Total Agricultural Revenue	$401,536,799

Increase over 1917, $6,376,757.

(Above figures by Alberta Department of Agriculture)

ALBERTA supplied 2,010,437 lbs. of the wool marketed in 1918 by the Canadian Co-operative Woolgrowers Ltd.—**or 46 per cent. of the entire Canadian crop.**

Europe knows where to go for quality live stock, and Alberta is being called upon to furnish pure-bred cattle and horses for rehabilitation of European herds. Alberta stockman are sending cattle to Belgium and France, and horses to England, and swine to Japan. Other provinces may follow, **but Alberta leads.**

Western Saskatchewan, Alberta and Eastern British-Columbia—the field dominated by FARM & RANCH REVIEW—is the greatest potential live stock empire on earth, because its climate and native grasses produce superior size and quality at lowest cost.

Agriculture is the basis of all prosperity and mixed farming the secret of permanent prosperity. The exclusive wheat-grower is not building on solid foundations, and his spending power is therefor unreliable. His is an intermittent prosperity.

Get your goods before the real farmers of the West—the class which always has money—the progressive enterprising and prosperous farmers of the far west—always open to improve their equipment and standard of living. They are the biggest, steadiest spenders of the West. Proof of this is found in the fact that they buy relatively more automobiles, tractors, trucks, washing machines, lighting plants, etc. They want all the necessities of life and most of the luxuries and have the money to buy them.

The most effective and economical way to cultivate their trade is through the

Farm & Ranch Review

which holds the greatest reader interest and DOMINATES this rich field.

Circulation by provinces (A.B.C.) is as follows:

Saskatchewan	Alberta	B.C.	Manitoba	Total
12,973	18,374	2,441	703	34,491

Guaranteed by December 31st, 1919—45,000
(subject to A.B.C. audit)

For average amount of Advertising published per issue, the **Farm & Ranch Review** stood **second** among Canadian farm papers for November, December and January, (according to Marketing's figures) and led all others in amount of live stock advertising carried in October, November and January.

"Ask your Agency"

The Farm & Ranch Review
and the Country Home

Published on the 5th and 25th of each month.

CALGARY - - ALBERTA

Member Audit Bureau of Circulations

A Practical Accountant

Is your accountant practical or theoretical? Is he anxious that the company should make a profit; or is he only anxious to balance his books?

Does he know that the first object of a business is to sell goods at a profit? Does he know that the main purpose of accounting is to help both the selling and manufacturing departments of the company by recording all that has actually been accomplished?

Does he know that he must make his accounting system fit your business instead of making your business fit his system?

You Can't Overwork Your Brain

Don't be afraid of thinking too much. You can't. "The more the mind does," said William James, "the more it can do."

A great Doctor—Dr. Boris Sidis, recently said—"In all my practice as a physician dealing with nervous and mental diseases, I can say without hesitation that I have not met a single case of nervous or mental trouble caused by TOO MUCH thinking or over-study. What produces mental trouble is WORRY—EMOTIONAL EXCITEMENT—LACK OF INTEREST IN ONE'S WORK."

So, don't be afraid. Think. Study. Plan. Train your mental powers. You cannot overwork the brain as long as you allow it time to recuperate.

It is worry that destroys the brain—worry and fear and bad feelings and mental idleness.

No Substitute For Personal Efficiency

All manner of wild Programmes—Policies—Remedies—Cure-alls, etc., are now being shouted from the housetops.

Some of these Plans have merit, no doubt, but not one of them will take the place of PERSONAL EFFICIENCY.

The wealth and wisdom of this nation depend upon the wealth and wisdom of the Briton.

You can't build up a great nation by a system of bureaucracy that dwarfs the citizens into a herd of dummies.

Germany tried that and failed.

Neither can you build up a nation by killing off your leaders and smashing up your organizations.

Russia tried that and failed.

We British do not believe in either Bureaucracy or Bolshevism.

We don't want either too much Government or too much mob.

WE BELIEVE IN SELF-HELP AND COMMON SENSE AND FREEDOM AND FAIR PLAY, AND THE RIGHT OF EVERY MAN TO DO THE BEST HE CAN FOR HIMSELF.

Every strong, competent, prosperous Briton makes the British Empire GREATER. Every leader, taler, parasite—eating out of the public crib, makes the British Empire LESS.

That is the plain, straight British truth. Nothing else can take the place of PERSONAL EFFICIENCY AND PERSONAL SUCCESS.

Three Facts

The subscription rate of EVERYWOMAN'S WORLD was recently advanced to $2.00 per annum.

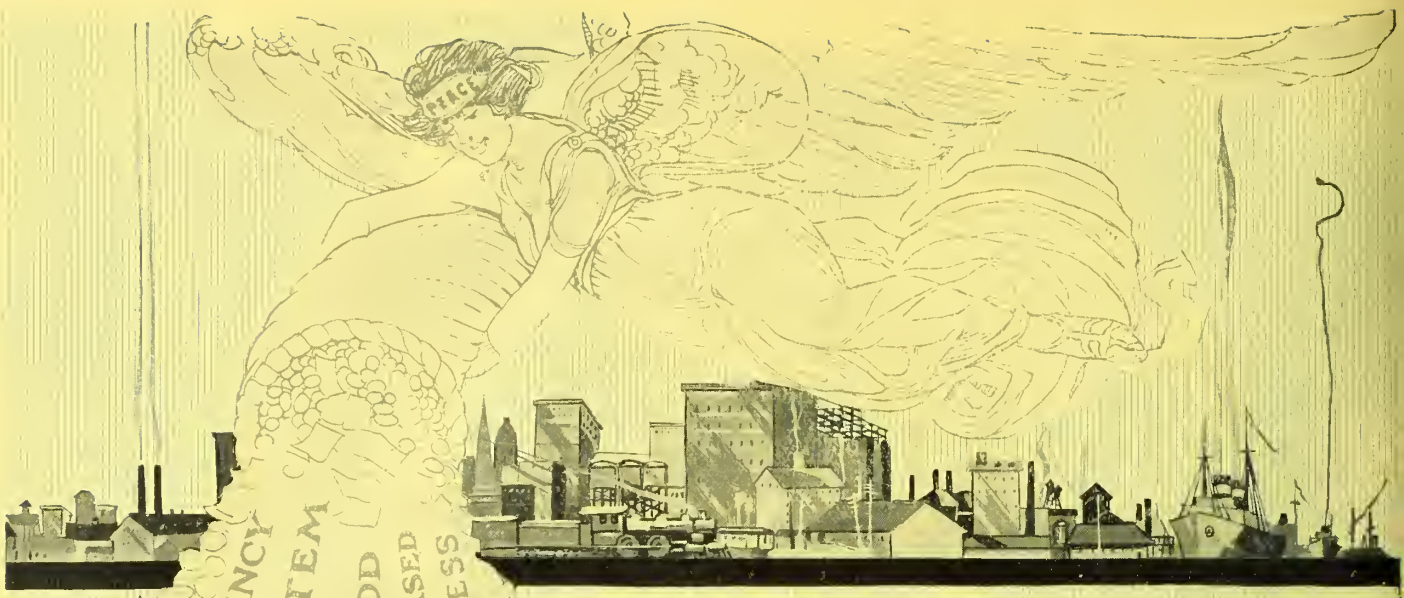
New and renewal subscriptions for the past three months show an increase of more than 17% over the same months last year, the February edition being over 118,000 of which 106,000 go to yearly paid-in-advance subscribers.

In advertising the February issue of EVERY-WOMAN'S WORLD shows an increase of 28 over the same issue last year.

Everywoman's World

Canada's Greatest Magazine

TORONTO - - CANADA.



EFFICIENCY SYSTEM METHOD INCREASED BUSINESS

There Must Be No Armistice to Effort

It took war to reveal the industrial capacity of Canada—to vindicate her ability to meet an emergency quickly and efficiently. War has awakened her *industrial consciousness*, the result of which must inevitably be business expansion and national prosperity.

But there must be no slackening of the effort which brought this unrealized capacity to the surface—which revealed these hidden possibilities of industrial power.

There must be no Armistice to Canada's peace efforts.

To keep the wheels of industry busily spinning, to keep our army of industrial workers fully employed, Canada must retain and consolidate the foreign trade that has come to us through opportunity and our own effort.

This can be accomplished by sound business practice by constructive time and labor saving methods in both the factory and office.

It is the happy privilege of "Office Specialty" to be able to offer the manufacturers and business men of Canada an experience embracing a period of thirty odd years, backed by the facilities of its System Service Department in helping to solve the many and vital problems of record-keeping and office systematizing.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at
Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

955

OFFICE SPECIALTY

LABOR SAVING OFFICE DEVICES · TIME IS MONEY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W.A.Lydiatt

Would People Buy More of
Your Goods if They Knew
as Much About Them
as You Do?

It is up to you to tell them.

May we Help?

A. McKIM, LIMITED

Advertising Agency

Address correspondence to nearest office:

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents
a Copy

MARCH 1919

$2.00
a year

You Need This Book

with the thousands of facts it contains

TO answer questions asked by those who want to sell something in Canada;

To help you estimate the needs, purchasing power and business possibilities of the various Canadian communities;

To analyze the Canadian market and determine where, and in what volume, your goods ought to sell;

To find out number of motor cars, or of retail stores, etc. in each town; which communities have electricity;—or any of thousands of other facts and figures indicating character and needs and selling possibilities in each community.

To check your advertising bills. Nowhere else will you find the correct rates of all Canadian newspapers, magazines, farm and trade papers, street cars, posters, etc., so accurately and conveniently recorded.

To select the best mediums. Actual cost and accurate circulation figures of each publication, (showing local, out-of-town and net paid separately), comparative costs of all publications having 25,000 circulation or over; distribution of circulations by provinces; how Canadian rates compare with those charged in U.S.; details of poster, street car charges, engraving and printing costs, etc.

Is it any wonder so many hundreds of advertisers and advertising agents the world over buy LYDIATT'S BOOK each year. As one says: "It contains a great deal of purely Canadian data not presented in the same handy form in any other publication." "Absolutely necessary in our work" say the advertising agents of Ivory Soap.

New 1919 Edition
Ready March 1st
Price $3.00

Sixth Year of Publication

A handy, pocket-size, substantially leather-bound book of 350 pages, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the most reliable and comprehensive source of information. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Postpaid on receipt of the price only from

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Can.

A complete *data* and *rate* book
not a mere "directory"

ADVERTISERS' COMPLETE GUIDE TO THE CANADIAN MARKET

Characteristics each province and principal cities, describing their industries, resources, etc.; census manufactures and agriculture, statistics population (distribution, race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.;) bank clearings, customs revenue, building activities, number autos, retail stores, industrial payroll, etc., by cities;—imports and exports;—thousands of conveniently condensed up-to-date figures indicating trade conditions aud market possibilities.

ACCURATE DATA CANADA'S ADVERTISING MEDIUMS

Correct advertising rates, most reliable and complete circulation figures. (indicating local, out of-town, net paid and gross average separately, compared with year previous), column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious; trade and other class publication; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling windows displays, samplings, demonstrations, —all facts essential to intelligent handling of advertising appropriations.

VALUABLE REFERENCE FACTS COPY WRITING, ENGRAVING TYPE DISPLAY, PROOF READING, ETC

Preparing copy to suit medium; selling power various kinds copy; description, specimens, cost various kinds engravings and how to order them; hints type selection with handy specimens most popular display types; table words per inch various type, sizes; paper and envelope sizes; printing costs; proof-reading marks; color laws; uses and costs electrotypes, stereos, matrices, etc.; postal rates, customs charges; trademark and copyright regulations; express rates, etc. all things needful to know yet hard to remember, conveniently combined in the one book.

Farmers' Magazine— first on your list of farm papers

There are several solid reasons why FARMERS' MAGAZINE should be **first** on your list of farm papers —chief of which is **buying power** of our readers.

Constant growth of advertising lineage is evidence of popularity with advertisers and agencies—based on results obtained. FARMERS advertising lineage is growing. The first four issues for 1919 show a decided increase over the same issues for 1918—

1918	1919
Total for 4 issues, 45,402 lines	Total for 4 issues, 72,474 lines

This shows an increase of 27,072 lines

Proof of Buying Power

FARMERS' MAGAZINE is read by the substantial rural element of Canada—families who are largely responsible for Canada's rural development, men and women who are the first to buy.

Take farm tractors, for instance. **They are sold to farmers on a cash basis.** And here's the interesting point. FARMERS' MAGAZINE carries a greater number of farm tractor advertisers than any other farm journal published in Canada. This indicates buying power —an abundance of it.

Readers of FARMERS' are able and willing buyers. They want and buy the best. Right now they are deeply interested in appliances and products which make for efficiency on the land and in the home.

Automobile Trucks, Tractors, Machinery which multiplies man power, Appliances which help the house-wife, Wire Fencing, Phonographs, Packaged Food Products, Toilet Articles and other items.

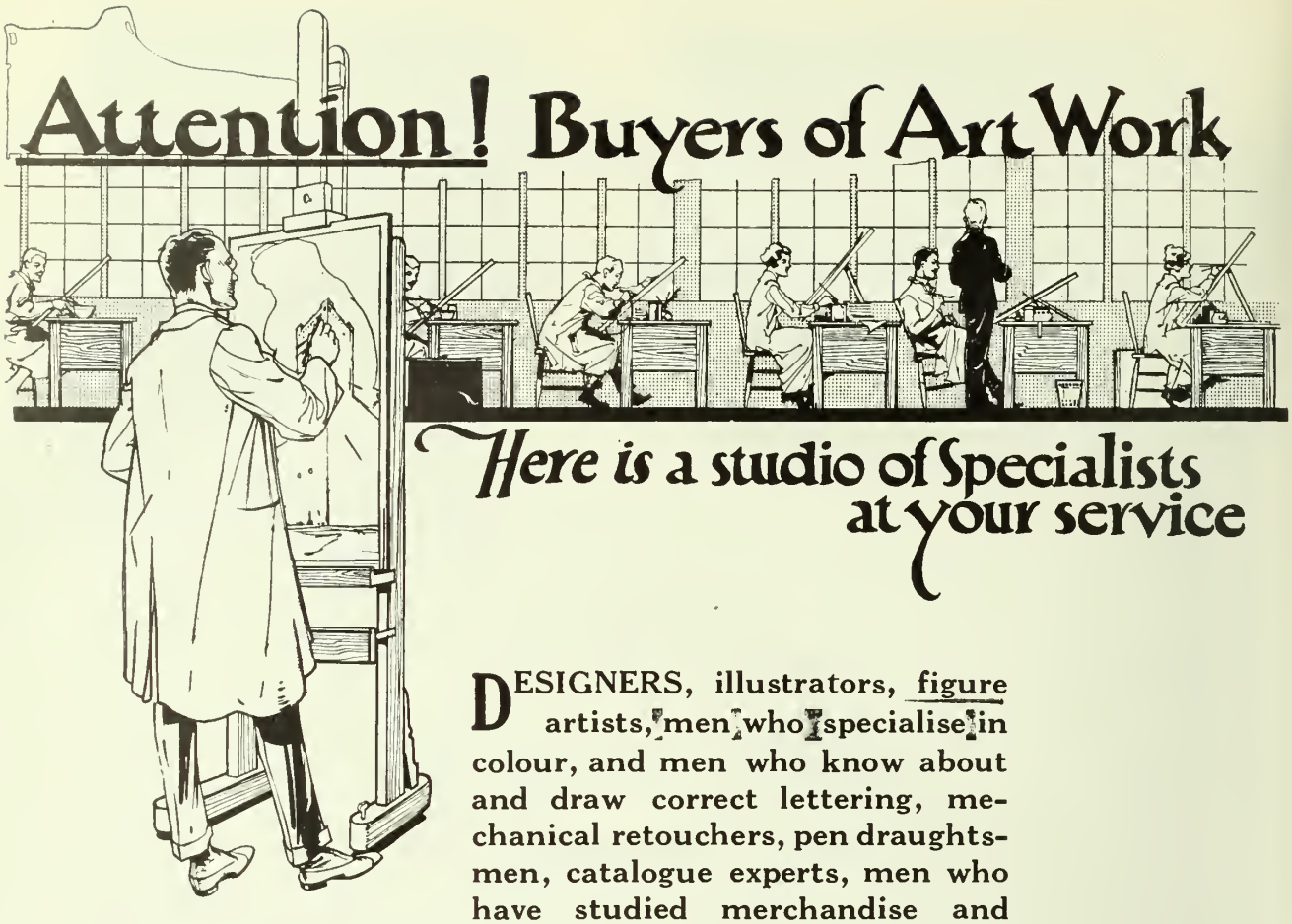
30,000 Prosperous Families

Tell the 30,000 prosperous and influential families who read FARMERS' MAGAZINE why they should buy **your** product. Place a series of dominating sales messages in FARMERS'. Take advantage of their proven buying power. Advertise to the leading farmers first.

We will be glad to tell you more about FARMERS'—Canada's National Farm Magazine—without obligating you in any way.

FARMERS' MAGAZINE
Canada's National Farm Magazine

143-153 University Avenue - - - - Toronto, Ontario



DESIGNERS, illustrators, figure artists, men who specialise in colour, and men who know about and draw correct lettering, mechanical retouchers, pen draughtsmen, catalogue experts, men who have studied merchandise and know how best to display it, fashion artists who can give you natural well drawn people, men who work in every medium, and who make drawings that will reproduce.

Thirty artists, some of them leading men in Canadian art circles, others with reputation in the making. All selected for outstanding ability in some special line.

The Studio extends a welcome to all buyers of art work who want to discuss these problems. Write or phone for an appointment.

THE BRIGDEN STUDIO

Under supervision of F. H. BRIGDEN, O.S.A.

BRIGDENS LIMITED

Artists, Photographers, Engravers, Printers

160 WEST RICHMOND ST., TORONTO

And at WINNIPEG

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 3 TORONTO, CANADA MARCH, 1919

WHAT ADVERTISING HAS DONE FOR LIFE INSURANCE

How advertising has reduced selling-cost, helped to retain business, and both secure and retain desirable fieldmen. Better printed matter proves its value. From a recent address before the Hamilton Advertising Club.

By Clifford Elvins
Advertising Manager, The Imperial Life Assurance Company

ADVERTISING should be looked upon as a vital factor in merchandising. The different forms of advertising might aptly be likened to the several different tools in a carpenter's kit. Just as each of the tools is peculiarly adapted for different kinds of carpentry work, so each of the different forms of advertising is especially suited for use in the solution of some particular problem of merchandising. It would be ridiculous to say that any one of the carpenter's tools was superior to the others. To make a general statement that one form of advertising is more effective than other forms is equally ridiculous. A carpenter would not think of using a hammer to do a job for which a saw was intended. Neither should advertising men use newspaper space for a sales effort for which billboards, for instance, are better suited. That is to say, in planning an advertising campaign we must choose wisely the form of advertising which is best adapted to the problem we have to deal with, if we expect our campaign to be even reasonably successful.

There is some best form of advertising for every particular need. And it is conceivable that the form of advertising which would be most effective for one business might be quite unsuitable for another concern engaged in the same line of business. One essential requirement is that the form of advertising chosen for a particular campaign shall be one which fits in with the general sales plans of the house. In other words, let the selling and advertising be such that they can be merged together into one cohesive merchandising effort.

Reading about the advertising and selling experiences of other men I find most interesting and helpful. If you gentlemen are similarly constituted, perhaps what I say will at least be entertaining. Should there happen to be present some person who is young in advertising experience, or who is new in his present position—someone whose employers look upon advertising as a necessary evil and who use it because they feel they must do so, and not because they view it as a tremendously potent force in the upbuilding of business—what I have to say may give him ideas or suggestions as to how he can change the viewpoint of his employer.

The newspaper advertisements, direct-mail folders, booklets, blotters, car cards and house organ issued by The Imperial Life Assurance Company of Toronto have commanded the admiration of insurance, financial and advertising men all over the American Continent, and even in more distant parts of the world. Imperial Life publicity has been characterized as the finest life insurance advertising yet done by any company anywhere. This opinion has been expressed almost as regularly as life insurance men meet together in conventions. We in Canada may admit it is good—but across the line, and across the oceans, there is no hesitation in declaring it the best ever. But The Imperial Life is not so much interested in producing advertising matter to attract the praises of insurance and advertising men, as in devising the kind of advertising which will prove an effecting stimulant to the sale of insurance. What Mr. Elvins tells of the development of their plans and ideas will therefor be read with interest.

Mr. Clifford Elvins
Advertising Manager
Imperial Life Assurance Company
Toronto

Warmth Replacing Coldness in Financial Advertising

There seems to be something in the mental makeup of men engaged in finanical institutions which prompts them to assume in their written and spoken messages to the public a cold, austere attitude which they look upon as dignity and conservatism. To them such an air implies integrity and stability. They do not seem to have a sufficient knowledge of the public mind to realize that man in the mass gets no such impression from their so-called dignity. It would be amusing, if it were not so pathetic, the extremes to which this tradition has been carried. One writer has said that financial institutions are permeated with the cold, repellant atmosphere of the tomb, and that even in the erection of their office buildings financial men follow the architecture of the mausoleum in which we bury our dead.

Fortunately, this coldness is gradually giving place to a little human, red-blooded warmth in the efforts of financial institutions to sell their services or commodities to the public. This was demonstrated by the limit to which financial men permitted themselves to go in the sale of the recent Liberty and Victory Loans, and it is to be hoped that hereafter they will appreciate that if they want to interest the rank and file of the public in their wares, they must assume a human attitude towards their actual and prospective clients. They must in their advertising talk about how their institutions or the commodities they sell can serve the public, before they can hope to interest them in cold, bald statements of financial strength, boards of directors and such dry-as-dust material.

Until ten years ago there was no such thing as modern advertising among life insurance companies in Canada, as you men would understand the term. All companies did issue advertising literature, or what we would now term direct mail advertising. This material was distributed to the different agents and used, or misused, by them in any way they individually say fit. This literature was written in the uninteresting style which characterized all financial advertising of that time. It was cheaply and poorly printed and, doubtless, was very seldom read. Every company also published once a year an annual statement in the newspapers throughout the territory in which they individually operated. Most companies issued calendars and some used specialties, or other forms of advertising. In these various ways the companies were spending considerable money for what they called advertising. In fact, they were spending in those days about as large a percentage of their premium income as they are spending to-day. Did I say spending? Perhaps I should say mis-spending.

Why Life Insurance Companies Have Not Taken Advertising Seriously

The fact that the life insurance companies did not, and in most cases do not to-day take their advertising so seriously as might be expected is not so surprising when one is conversant with some conditions peculiar to the business. Life insurance is a mathematical science and differs in some respects from other businesses. When a manufacturer sells a pair of shoes, a cake of soap or a phonograph, he makes an immediate profit. When a life insurance company sells a policy, however, it does not make an immediate profit. On the other hand, it builds up a liability which is not overcome until two or three years' premiums have been paid on the policy. This is because the premium is level throughout the whole premium paying term, whereas, the bulk of the expense in connection with a policy is incurred in the first year. After the expenses have been paid it is necessary to borrow out of the company's surplus fund a portion of the reserve which the Government requires to be set aside for each policy. This means that a company cannot write an unlimited amount of new business in any one year without impairing its surplus to such an extent as to bring injustice to some of its policyholders.

It also happens that the majority of life insurance companies have no difficulty in securing all the new business they can write each year. In fact, with some companies all the time, and with practically every company at the present time, the need is to restrict somewhat the inflow of new business, rather than to increase it. In other words, at the present time business is offering in greater volume than the companies can comfortably provide for.

In 1906 The Imperial Life was but nine years old, while its chief competitors ranged in age from twenty-five to sixty years. The Imperial was probably as good a company then as it is to-day. But the public apparently did not think so. At any rate our agents' pathway was no bed of roses. Those few who knew The Imperial admitted it was a good little company, with the emphasis on the little, and usually bought their insurance from one of our older and larger competitors. And because it was hard to sell Imperial policies we found it hard to get and retain the better class of agents. Even after we sold a policy it was a problem to keep it sold. This condition had been forcibly impressed upon me by my early experience in the selling end of the business, and perhaps I was somewhat more sympathetic to the troubles of the sales force than would have been the case, had I not had that field experience.

We Improved Our Advertising Literature

Our first effort to change Imperial Life advertising from what it was to what it is was in the matter of our direct mail material. I well remember the first booklet we endeavored to dress up in attractive form. It was a 32 page booklet which we have published for many years entitled "A Few Facts." It contains boiled down facts respecting the Company and its policies written in non-technical language and printed one Fact to a page. It is our most popular booklet and our agents look upon it with about the same reverence as a Methodist minister bestows upon the Bible.

The edition previous to the one I first improved consisted of 15,000 copies. It was printed in green upon a pinkish toned coated stock and with quite a bright pink cover. You can imagine

At top is cover and sample page (illustrated with two-color wood-cuts) of "Facts" booklet referred to by Mr. Elvins. The other pages indicate the attractiveness and human-interest which characterize all Imperial Life literature. (Plates from Mortimer Company).

it was a work of art. This edition was printed in July 1906 and lasted 21 months. In other words, the figures in the booklet were out of date practically from the time the booklet came from the printers.

I figured it was a great deal better to have less of these booklets, have them a little better and print them every year. So I printed 10,000 on Keith Paper Company's Onyx cover and book paper. The cover was embossed and printed in gold and the inside tastefully printed with brown ink and a green tint border. We spent for this improved edition considerably more money for 10,000 than we spent for the 15,000 previously. The invoice came in through the mails and was opened by the Manager. My career with The Imperial Life almost ended right then and there.

Of course, the Company was young and small and had no money to waste, but I reasoned it was infinitely better to spend 2½ cents per copy and have the booklet read, than 1⅓ cents per copy and have it wasted. Apparently, our agency force agreed with me, because, inside of three months our entire supply was exhausted and the booklet had to be reprinted. From that day to this I have had no criticism with respect to spending money for good printed matter, although to-day we pay five cents per copy for "A Few Facts" and use booklets ranging in cost up to as high as 18 cents each.

Reproductions can hardly do justice to the highly interesting and affective mailing folders used by Mr. Elvin's Company with such good effect when in close co-operation with field-men's efforts. (Plate from Mortimer Company).

After this experience, we went on gradually toning up all of our company literature, until at the end of five years we were attracting a great deal of attention by reason of what was then looked upon as aggressive advertising.

We Began Newspaper Advertising of a New Kind

But we had been laying much more extensive plans and at the beginning of 1913 decided to eliminate all but two forms of advertising so as to concentrate our advertising money and, thereby, make a decided impression in one or two fields, rather than to continue to spread our appropriation out thinly by using several forms of advertising, as we had previously done. It was essential that we retain our company literature, because, it serves the purpose of educating our agents, the majority of whom we never see in person, besides being helpful in placing our policies before prospective insurers. For the second form of advertising we chose newspapers in which we included dailies, weeklies and farm papers.

It may occur to you that as the purchase of life insurance is a deliberative matter, and not one which is made on the spur of the moment, that we should have chosen some longer-lived medium than daily newspapers. We do believe that magazines would be a more logical medium, and if we were commencing our campaign to-day, we would probably not have chosen as we did. But you will realise that the magazines did not have much to offer as a national medium in Canada six years ago. We expect as time goes on, and our resources get larger, to add other forms of advertising in our efforts to carry our story to the insuring public.

The most distinguishing feature of present-life insurance advertising is doubtless the fact that the copy is written in a tone so different from the traditional style of appeal used by financial concerns for ages past. Such advertising has been freed of much technical language and is written more from the standpoint of the buyer and less from that of the seller, than was formerly the case. The advertising companies are each endeavoring, through their advertising to acquire a personality and to present their messages to the public in such a way that they will be humanly interesting and invite a reading instead of being repellant. It is significant that the advertising is preaching the gospel of the service life insurance can render, instead of bragging about the technical excellencies of the different companies, or the terms of various insurance policies.

It is probable there is no business in which advertising has to be taken so much on faith as in life insurance. Advertising has never in the history of the business proved equal to the task of bringing applications over the counter in sufficient quantity to be a factor of any importance. The person who applies for life insurance, without being solicited in person, is so rare that he is invariably regarded with suspicion. Direct inquiries to life insurance advertising are also conspicuous by their absence.

Close Follow-up Important to Success

In view of these conditions, it is essential that a life insurance company embarking upon an advertising cam-

paign should limit its advertising to these communities in which the advertising can be closely followed up by a personal interview, and the company must see to it that the advertising is so followed up. In no other way can the advertising bring satisfactory results. The company must have the courage of its convictions It must map out a sane, comprehensive plan of advertising which will fit in with its general sales policy and then it must persist in following out the plan through thick and thin. Such a company must not become discouraged through the paucity of direct results. For, while direct results are a negligible quantity, indirect results of ample proproportions are bound to follow an aggressive advertising campaign, providing that the plan and the copy are right.

Intelligent life insurance advertising brings indirect results along three distinctly different lines.

Helps in Getting New Business

In the first place, it helps in getting new business, though not directly or without the intervention of the agent. It builds up goodwill and thereby confidence in the institution. This, in turn, makes the work of the agent in his personal canvass much more easy and much more productive, because he finds that the barrier of resistance on the part of the prospective insurer is more easily broken through by reason of the favorable impression created by the advertising.

Advertising is used in most businesses with the idea of reducing the cost of selling. Doubtless, advertising reduces the cost of selling in life insurance, although it is considerably more difficult to trace the direct benefits derived in this way than would be the case in some other lines of business. Agents in life insurance companies are paid on commission, and this commission remains stationary whether the volume of business written is large or small. On the other hand, there are overhead charges upon which the advertising can exert a very beneficial influence. For instance, when a new agent takes up the work it is frequently necessary for the company to make advances to him for living expenses, until such time as he has become sufficiently expert in selling life insurance to be self-supporting. A number of men who enter the life insurance business do not attain success and on many of the failures the company loses some of the money which has been advanced to them. If, therefore, the advertising makes it easier to sell insurance and, consequently, a lesser number of agents fail, such losses are reduced.

Furthermore, if the business is easier to write, the advertising company will secure all the business it can afford to put on its books during a given year through a lesser number of agencies. In other words, without advertising, it will take a larger number of agencies, each with its overhead expenses, to produce the desired volume of business, than would be the case with advertising.

Helps Keep Policy-holder Sold

In the second place, advertising tends to make policyholders more persistent.

To increase the volume of new business written is not the only way to accelerate the growth of a life insurance company. To reduce the terminations through lapses, and other preventable causes is, perhaps, a more desirable means because of the difference in the expense. The loading to cover expenses in connection with a life insurance policy is equally spread over all of the premiums throughout the entire premium paying period, whereas, the major portion of the expenses in connection with any one policy is incurred in the first year. This means that it costs approximately ten times as much to collect a first year premium, as it does to collect a renewal premium.

It is obvious that the very arguments which are used to sell a policy in the first instance will serve to re-sell the policy from time to time thereafter. In the majority of instances, a policyholder rarely hears anything from the company in which he is insured after his policy is delivered to him, except to receive once a year a premium notice asking him to pay more money, or a copy of an annual statement showing the company's financial position—a document which is rarely printed in an attractive form and certainly is not compiled in a style which would be either interesting or intelligible to the average reader. Some method of advertising to retain the interest and confidence of present policyholders surely seems desirable in every company, whether that company pays any particular attention to advertising for

(*Continued on page 105*)

Showing representative newspaper ads. Those in centre are large four column advertisements run once every four or five weeks to avoid usual size, at bottom, becoming monotonous. At present same copy as mailing folders shown on previous page is running in farm papers.

EFFICIENT SALES MANAGEMENT

III Organization—Functional

This is the third of a series of articles by Mr. Lewis. In the first he presented the reasons leading to a definite Investigation of the market. Last month he began the study of the mechanics of *Organization* which is continued in this issue. In later papers he will take up the establishment of human and mechanical *Records*, the *Standardization* of sales tactics and sales policies, the determination of campaign *Planning*, and the *Rewards* for the business and for the man.

By E. St. Elmo Lewis

THE aim of organization is to overcome the five deadly sins of business—

1. Indifference.
2. Ignorance.
3. Discourtesy.
4. Lack of sympathy.
5. Standpattism.

Where heads of a business are "wrapped in majesty and mystery" the employees are indifferent to the customer and negligent of the interests of the business. The United Cigar Stores Co. hit the nail on the head in its instructions to its salesmen; "Make the transient a customer; make the customer your friend; make *your* friend a friend of the company."

The average salesman is merely an order-taker, simply because he is ignorant.

Ignorance is due to lack of training, which is a fault of organization; because "where nothing has been learned, nothing has been taught."

Discourtesy is always one result of ignorance and indifference. In retailing, and in complaint and "service" departments—save the mark!—discourtesy greatly raises the cost of satisfied customers.

A man who could smile cut the complaint correspondence in half, in a typewriter sales office.

Lack of sympathy finds expression chiefly in lack of understanding of the customers' viewpoint, and of the market wants. This leads to misplaced selling effort and hardens the resistance of the prospect.

But the greatest handicap to sales organization is the worshipful grandson bent upon preserving the sacred traditions as established by his grandsire. Standpattism is the crime of old communities, old men and old businesses, and of uneducated youth which imitates where it hopes to emulate.

Organization, to be efficient, must so arrange the functions that indifference may be changed to enthusiasm; ignorance shall give place to disciplined intelligence, *i.e.*, trained and educated; courtesy will be an automatic recognition of an obligation to the customer; sympathy with the aims and plans of the house shall breed a hearty and intelligent co-operation, and an aggressive initiative that shall count the day lost which does not record a thing better done, or a better way discovered.

"Every man in our institution is a salesman," says Mr. Norval Hawkins, commercial manager of the Ford Motor Company.

The Ford car is made to sell—made by the factory, financed by the financial department, handled by the sales department as a commodity, the purpose of which is to get as many people as possible in the whole world to buy it.

"Is the management progressive? There you have the root of all credit problems, and to satisfy ourselves on this point, we are apt to judge a business by its policies in regard to distributing its product more than producing it."—Ralph van Vechten, Vice-President, Continental Commercial Bank, Chicago.

"Too many business men are paying too much attention to the things they make and not enough attention to the people who make them, the people who sell them, and the people who use them."—Walter H. Cottingham, President, Sherwin-Williams Co., Cleveland, Ohio.

"The executive's chief business is to organize, deputize and supervise."—E. P. Ripley.

"Through organization the leader multiplies himself."—Gowin.

Every man who works for the Ford company is taught to work and think for a greater market.

That is the dominant idea of the whole organization.

Organization is more than Physical: It is Psychical

We are treating of organization as more than a correlation of conscious functions, but one of minds, and the interaction of unconscious forces.

The organization of the selling energies of a business, therefore, takes advantage of the full ability of the financial department to find means to finance the sales campaigns at their top efficiency, and of the production department to give it the kind of product that will be marketed with the least resistance.

If we consider that the entire organization is generating the selling energy, it is necessary to provide a means by which all the important heads are bought in contact with the actual sales problems.

The National Cash Register has, for years, sent its factory manager, secretary, treasurer, and general administrative officers out into the field to meet the salesmen in convention, and customers and prospects in the territories, and to get in actual touch with the goods in the hands of the purchasers.

A company in the middle west has its factory manager take a trip two or three times a year among the trade to get in touch with new ideas of users—but more particularly to get the selling atmosphere and viewpoint. In that same organization, the credit man spends four weeks a year in the same way. In addition to that he is expected to go on the ground in respect to any particularly important collection difficulty with a view to conserving the business. The Simmons Hardware Company early found it cost less to keep old customers than to make new ones. Their credit department makes a business of straightening out the accounts of customers.

The modern sales manager keeps in touch with actual factory conditions. Certain standards of sales performance, certain maximums of supply have been established on each line of goods for each month in the year. When those maximums have been reached and there are no more to sell a new program is carefully mapped out with the factory department. In most factories such standards of sales performance are never formulated and the factory is run on its own schedule without reference to the sales schedule or performance. The sales manager gets any business he can, and explains his success or failure if he can.

The Operating Staff

An organization is for the purpose of making good on opportunity.

An organization, however, must have a place where all of the three great functions of the business correlate and meet. This is the weekly or daily staff meeting. Certain functions limit and govern this committee.

1. It makes decisions covering any department of the company's business;
2. Considers changes of decisions already in effect;
3. Approves or disapproves variations from general policies;
4. Considers questions affecting the welfare of employees;
5. Considers inter-departmental differences over routine, etc.

The general manager retains the veto. He is the executive. The committee is purely advisory. In some companies the plan of letting the conference decide points by majority vote has worked out well. The committee discusses policies only, and never details of application.

This method tends to produce a greater co-operation and eliminates domination of "fighting" heads, and "getting on the right side of the old man."

Questions relative to policies and the details of operation are submitted to staff counsel; and there is counsel in accounting and cost work, in production, and in advertising and sales. Counsel meet with the operating staff at least once a month.

This is somewhat different from the committee idea which aims to pass upon details and formulate plans.

Of course, the committee is useless where you have a general manager whose idea of running a business is to take no advice or suggestion from any-

body. Such a general manager will do what he wants to anyway.

Management is gradually getting away from the idea that has ruled many organizations, that is, that the best way could be discovered by setting departments in competition with each other. The accepted policy now is to put them in competition with themselves.

It is a commonplace of industry to find organizations where intrigue, petty policies, tittle-tattle, bluff, bunc, and piffle are current coin among the men and the managers.

The organization of the up-to-date concern has its aims and policies defined, its laws formulated and published, its head and his assistants definitely placed, and each department working to a common predetermined end.

How shall Sales be Made?

The mechanics of a sales organization obviously changes with the character of the product and the desire of the producer.

The first questions to be asked are:

Shall we sell direct to the customer by our own salesmen?

Shall we sell direct to the retailer?

Shall we sell the retailer through the jobber?

Shall we sell through selling agencies?

Shall we sell by mail direct to the consumer?

Obviously it will be impossible to discuss the details of organization applicable to all these methods.

The plain tendency in almost all lines is to eliminate the intermediate steps and get direct to the consumer. The manufacturer finds it safest to own his demand. He does this when he goes direct to consumer, and becomes in that consumer's mind a living human being.

In many old business concerns salesmen have become so important that such expressions as, "No one but Jones can sell the Western Electric," are familiar. And long after the trade in that territory has grown beyond Jones, he is left there to represent his few customers to the company.

The demand must belong to the house. The house sometimes makes the mistake of disciplining the individuality out of the salesman, in an effort to put the house forward. The house can establish itself by advertising, and by official visits, and correspondence with the customers.

In order to be somewhat concrete, let us assume that the house desires to organize to own its demand.

Definite Policies

A salesmanager had written to the salesmen that after a certain date the company would expect the men to pay no more than three dollars a day for hotel accommodation.

"What is the reason?" asked a salesman.

"Ask the general manager. I don't know."

Which was as diverting as the answer of the youngster in school who was very busily engaged in piling colored straws one on top of the other.

"What are you doing, Johnny?" he asked.

"I don't know, but the teacher does," he flashed back with a gay smile.

That story was told to a number of business men by a production manager who remarked afterwards that "most of them saw nothing strange in it."

There was a lack of organization in that company, because the first purpose of organization is to define, formulate and educate.

The second is to consider the future a liability of the management, and to prepare to-day for the future of the company, equipment, and men.

The third is to draw from all experience the lessons which can be of use in the development of the business.

The fourth is to develop the idea that Wanamaker so admirably embodies in, "All may help, none shall hinder."

The fifth shall be to make a record of those things which may be of use in future plans or performance.

The sixth, to have it some one's duty to see that the work is done.

The seventh, to standardize the best way, the best thing the best thought, and to see that all know, practice, and use them.

The eighth is to see that the right man shall be found for the job, and that he shall be rewarded so that he will give all his body and mind to his work.*

The organization of a sales department calls for the application of these policies.

The Psychological Problem

As pointed out in the previous chapter, the difficulty of application lies with the fact that organizations are rarely started right, and therefore the problem is one of reorganization. The reorganization has the complexity of dominant interests of certain mental types.

Obviously, a sales organization will differ in details for a manufacturer, for a wholesaler, and for a retailer, again for a specialty manufacturer selling direct to the consumer, like the Elliott-Fisher Company; for one like the Ingersoll Watch Company selling through the retailer, and for the heavy machinery man who may be selling through independent agencies.

The kind of business, or what its particular sales plan shall be, makes no particular difference in principles involved in its sales energies.

It doesn't make any difference how many salesmen it may have, or through whom it reaches the consumer, or what the commodity is. The market investigation and the exigencies of the financial resources inevitably suggest the best methods. That method determines the organiztion of effort. The organization of the will of the company, the will to accomplish, as Professor Edward A. Ross points out, is a different thing.

Effort organizes downward from manager to men; will should be organized from men to manager. Organization of effort has heretofore received all the attention.

Having now considered the bearing of the general organization ideals on the sales we will next month deal with the principles of action.

(*Continued next month*)

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*The author hopes his readers will recognize the similarity of these purposes to the twelve principles formulated by Mr. Harrington Emerson.

What Advertising Is and What it is Not

By H. E. Cleland

SOME people think that the sole purpose of advertising is to sell goods.

They think that, having no goods to sell, it logically follows that advertising is unnecessary.

Starting off in the wrong direction on their narrow-gauge, single-track idea they naturally land at that particular terminal.

Now, the fundamental purpose of advertising is not to sell goods but to create *good will* for the business it advertises. *I have yet to hear of one concern which was "oversold" on that particular commodity!*

Given a concern which has thoroughly established its good will in the minds of its particular public, and which is continually striving to increase that good will, and given my choice, I will take the good will and you may have buildings, machinery, land, stock in hand and cash in the bank.

Not long ago I heard a man high in the counsel of the Procter & Gamble Company say that if the insurance policies of that concern lapsed at noon and at night every plant were destroyed and every vestige of tangible assets were wiped out there would still remain the greatest asset of all, consisting of just two words. "And," said he, "within one month those two words, Ivory Soap, could be capitalized for fifty million dollars."

A second purpose of advertising is to stabilize a business. The concern that goes to the wall at the first breath of hard times is the unknown or only locally known one. The one that weathers the storm is the one which enjoys a national or international reputation and draws from all sources for its business. Business is seldom equally bad in every quarter at the same time.

Another purpose of advertising is to keep distributors in line. Quit advertising and your agent or dealer or salesman will drift away from you.

The demands of war—to which you responded not only dutifully but eagerly—required that you divert your business from its regular channels. But they did not require that you give up your contact with your trade nor that you turn snob and cut your old friends dead. If *you* discontinue these business relations, how in the name of all that is logical can you expect your distributors to continue them?

G. E. McCulloch has been appointed manager of the advertising and sales promotion service of the Canadian Advertising Agency, Montreal. He was previously manager of the Gagnier Advertising Service, Montreal Branch, and also with J. Walter Thompson Co., Toronto.

James G. Lorriman has returned to the Metal Shingle & Siding Co. Ltd., Preston, as manager, having previously been sales manager of the company from 1907 to 1910. In the interval he has been editor *Hardware and Metal*, advertising manager of Brandram-Henderson Limited, and latterly with the Advertising Service Company, Toronto office.

MAKING SALESMEN'S TERRITORIES MORE PRODUCTIVE

Finding new Customers—Multiplying Distributors—The "County-Unit" Plan of Field Analysis—The Sales-manager's own Trial Field—Reports of Special Investigators—Checking up Salesmen's Records.
Third of a Series of Reviews of Salesmanagement Practices.

Prepared for Marketing
By John C. Kirkwood

PRACTICALLY every territory in which a firm is doing and seeking business may be made to produce a very much larger volume of trade than it is now doing—this if and when methods of intensive cultivation are employed.

About a dozen years ago, there was a Solicitor, of average ability and record, selling a machine used in the accounting department of firms purchasing it. In less than two years after this salesman got his Big Idea he rose from being an average Solicitor to be sales manager of his company. Here is his own story of how he made his territory and time produce more than double the business which they aforetime yielded.

An Average Salesman Begins to Think

"When I was a solicitor of the average kind, doing the average thing and getting the average pay, I began to think about my future, and I decided that if I continued in the average way, doing the average thing, I would always be the average man at the average pay, so I decided to do something a little different from the average. At that time we called on practically only one line of business. It was supposed that our particular machines could be used only in this particular kind of business. Naturally there were only one or two places of this kind in a small town, and when we finished calling at these two places we were done until the next train went out, and this sometimes meant anywhere from two hours to half a day in the lobby of the hotel, and when I decided that I wasn't going to do the average thing. I decided that instead of calling on just the one or two prospects that we were supposed to call upon, I would also call on a totally different kind of business.

Business Analysis Paid

"The first man I called on laughed at me, and I don't blame him, because I couldn't tell him a single thing that my particular machine would do for him, so I asked him if he wouldn't let me get into his business and make a careful analysis of it, and when I finished, if I could show him where my machine would help him, I would be glad to put one in on trial and show him.

He introduced me to his bookkeeper, and I spent a considerable amount of time analyzing his accounting system. I did this at several other places of business in towns which I visited, and incidentally found that his competitors were using some methods better than his, and that he was using other methods better than they were, but I made a composite study of all of the methods, and began to see how great improvements could be made in the method of handling and accounting if they used my particular machine.

"After I had made this study and secured this information, the second man I called on let me put one of my machines in on trial. In three months I sold it to him.

"It didn't take the home office long to find out that his money was just as good as the other fellow's money, and they sent for me to tell them how I got it.

"But there was another thing that entered into the proposition. When I made up my mind that other businesses could use my particular machine, I found that instead of wasting my time in the lobby of the hotel, I never had time between trains to see all the prospects that I wanted to see in each town, and I was compelled to stay over in very many cases. I also found that I could make real money for myself and my firm by using a livery rig between distant prospects. Time became the most valuable thing in my work."

Multiplying Distributors

The foregoing illustration of how a territory was made more productive relates to an article sold directly to consumers—an article not purchased for re-sale, and on which the repeat business would not, from the nature of things, be large. Commonly, however, the merchandise for which salesmen seek buyers is for re-sale—by retailers. The more retailers in a territory which a firm can get behind its wares, the larger is likely to be the volume of its business in that field.

Thus drug stores have been successfully solicited to become the distributors of handkerchiefs, men's collars and garters, collar buttons and sundry other lines of small bulk, nationally advertised and in frequent and general demand by men.

This widening of service by retailers is not by any means confined to druggists. Go into practically any store and you will notice a long list of articles that formerly belonged exclusively to other trades. When the hardwaremen put in safety razors and soaps, the druggists retaliated by stocking seeds and war garden tools—mostly for feminine folk flashlights, knives, and in some cases a general line of cutlery. The makers of phonographs have found the hardware merchants a profitable sales channel when they discovered the music stores overstocked on other makes. What income the hardware man has lost in such articles as buggies, harness, etc., he has more than made up with automobile accessories.

Investigation Disclosed Big Field for Salesmen

A large paint and varnish manufacturer divided the country into seven zones and analyzed the trades represented by his agents to determine what would perhaps be the logical outcome of all this shifting. It brought some valuable facts to light. In the Middle West zone, he found that 49 per cent. of his agents were druggists; in the Southwest zone, 63 per cent. while in the Pacific zone, only 13 per cent. were in the drug trade. Most were hardware merchants, with the usual sprinkling of lumber yards, exclusive paint and wall-paper stores (in the larger towns), general stores and furniture stores.

Further investigation disclosed the fact that the more modern druggists in California were not stocking such heavy side lines, preferring to cater to the needs of kodaks, electrical devices, and general convenience articles. Nevertheless the trade had been somewhat neglected.

A campaign was therefore designed to make an exclusive appeal to the drug trade, and to show how a line which brought volume as well as profit helped to keep down the rapidly rising overhead. Pictures of paint departments in well known California drug stores, and testimonials giving actual figures of investment, selling expense and margin of profit, made a distinct impression. The first feature mailed to a select list of 300 drug stores pulled sixty-one promising enquiries.

So part of the job of every sales manager must be a study of changing market conditions, with particular regard to the classes of trade with which to place his stock of merchandise.

Dividing Territories by the Unit Plan

The sales manager's study of the fields of his salesmen may and must lead in a variety of directions. Certainly it will lead him to familiarize himself with these territories in a geographical sense, and to assemble all useful data relating to them. One sales manager has facilitated this area study by what he calls the "County-Unit" plan. Here is his own interpretation of his idea:—

"The County-Unit plan is what I have named my method of sales territory analysis. It has proved highly efficient in our business. First we secured a supply of the ordinary pocket maps, two of each State; then several thousand letter-size sheets of light-weight bond paper punched for loose leaf covers, which were also provided for each man's territory. Next we took the maps and cut them up into the respective county divisions. Each county was given a sheet to itself, the map of same being pasted in the upper half.

"The detail of this work was given to a clever girl, who was duly impressed with the importance of accuracy when assigned the job. It was her responsibility to superintend that portion of the work, which, because of its magnitude, she necessarily divided up with others. After the counties had all been pasted upon sheets, each city, town and village was listed in the lower portion of the page, population being noted. We regarded any town of 500 or upward as

being fair prey for our salesmen. Following this sheet giving the county map and the towns located therein, came a second page, which showed the dealers in each place and our credit departments' special symbol designating the probable standing of each merchant. In such counties as supported large schools, colleges, hospitals, or other institutions where our goods would be a likely purchase, a third page was provided whereon were stated the names, addresses, and such other data as could be procured either from our own sales records or else from the several directories which are available in this field.

Microscopic Knowledge of Fields

"It took us fully three months to work all this up, for not only did we show the information in typewritten form and in duplicate sets throughout, but we also indicated on the maps by appropriate symbols those towns where we already had agency arrangements, also institution accounts. When the job was finished, there was not a county in any man's territory regarding which we did not have an almost microscopic knowledge as to what we should be doing therein. I am frank to confess that the information disclosed made me feel that as a sales manager I had fallen far short of the ideal I had set for myself when I took the job.

"Armed with these data I started on a trip around the territories and certainly shook up the dry bones in our sales organization. Not knowing that I had such detailed information with me, several of the fellows remarked that they'd like to have a slice of additional territory, but before I finished taking them through their present territories county by county, they commenced to think that a *reduced* field of activity would perhaps be better for them.

"All of this information, or at least such portion of it as could be so shown, was transferred to our map and tack system, thus showing the salesman's territory in one complete part and indicating those points and sections where work was needed. The analysis opened up the whole field in a manner which I had never before realized was practicable, and it certainly acted as a real tonic to the whole organization.

Territories Now Seemed Too Large

"At the end of the first season carried out under this intensive cultivation plan a most amazing development occurred. More than half of the men requested that their territories be reduced in size. I expect that's a bit hard to believe, but the facts are correct.

"But our men had the *facts* before them, and they had to admit to themselves that they could not profitably cover a territory which obviously required two men to handle properly. Before I evolved my analysis none of us had known the truth. The boys had hit the high places, frequently thereby passing over some of the richest sales valleys, more through ignorance than intent. When they began to cover their field closely they found barrels of business within a much closer compass than they had thought possible. This appealed to them, since it kept down expenses reduced and enabled them to spend more time at home with their families. They saw that they could make more money with less effort and discomfort, and, of course, were not backward in coming forward with the proposition.

"Our experiment in intensive sales farming has been much more of a success than I ever anticipated. Our force of salesmen has been materially augmented, and our sales have shown such a remarkable increase that I am hardly yet able to credit the year's figures recently laid before me. One of our men wrote the other day: 'There's business everywhere, but you've got to dig for it, and sometimes dig deep.' I expect that is just about what we have done—started in to 'dig deep' and found the business—though I am very willing to give credit to the general prosperity of the country for a fair percentage of the increase we have enjoyed since we became intensive business farmers."

The Sales Manager as a Salesman

In their effort and purpose to make salesmen's territories yield maximum business, some sales managers go out themselves periodically—this to get first-hand information concerning conditions, market possibilities, the nature and extent of competition, and to put and keep themselves more thoroughly in accord with the regular salesmen. Again, when a sales manager is new in his particular job or field, it becomes a strategic thing for him to learn his field by a canvass of it, in part or in whole.

One sales manager of a candy company made for himself a little territory in the city in which the factory was located, where he spent half of his time. The other half of his time he devoted to making use of the day-to-day, up-to-the-minute facts which he gathered.

To the trade upon whom he called he was simply a new salesman, working the trade at regular intervals. He arranged his territory to include every kind of retail store that handled candy—little grocery stores, confectionery stores, drug stores, cigar stores, stores across the street from schoolhouses—wherever candy was sold.

There were two separate and distinct angles to his outside work, apart from the importance of showing good business to demonstrate to the other men that he knew what he was about. The first thing was to learn what class of goods was selling best. The second was to work so closely with the retailer that the best way for the retailer to sell these goods could be found out and passed on to the entire sales force.

With that idea the outside work was undertaken, but as it progressed, it developed many other angles, and this sales manager found out a great many things which were not only new to him, but also very valuable to his house.

The first thing it did was to make him "solid" with the force. It is unusual for a sales manager to be from day to day one of the most successful salesmen on the force. Many managers have great records from past years, but here was one who asked his men to come along instead of telling them to go out and "eat 'em alive." This did away with the usual antagonism which results when a new sales manager takes his place among an old sales force. The men could not do less than try to equal his work. Right from the start, therefore, getting out and working a general territory proved the most successful way to spur on the force as a whole. This "by-product," as it were, was the most important result of "hitting the trade."

Special Investigators to Get Necessary Information

The value of having definite and full information about fields *in advance* of salesmen's canvasses, as a means by which these canvasses can be made more productive, is being more and more perceived, and so special investigators are being used to secure and provide sales data for the sales manager.

One house has found that it has lost eleven hundred dealers in three years, although it had gained even a larger number of new ones, and its business had gone forward. The salesmen could make no satisfactory explanation of this matter and sought to minimize its importance. But the sales manager, who was a real sales general, sent special investigators into the field to call on an extended list of the cessation accounts, well distributed geographically, and he learned exactly and in detail why they had stopped buying from the firm. The result was decidedly interesting. It showed:

(1) That twelve per cent of cessations were due to unreasonable actions on the part of the credit department.

(2) That fifteen per cent. of the goods were found to be really unsatisfactorily manufactured.

(3) That the shipping department had been grossly slack in the case of twenty per cent.

(4) That the salesman had been inattentive and even impertinent in the case of eleven per cent.

(5) That the salesman had made misrepresentations which he was unauthorized to make in the case of seven per cent.

(6) That indeterminate and casual factors were responsible for thirty-five per cent.

When the sales manager got these data laid out in front of him, some radical changes were made in the methods of the house.

The experience was the final demonstration to this sales manager that it was important to get information from the field from some other source than the salesmen themselves.

He arranged with the firm of investigators to make reports regularly every three months in a certain selected group of cities, to fit the particular situation at the time. He also planned that these periodical investigations should gradually build up his sales information at the home office in a way that would make him prepared with the view point to analyze almost any situation which might arise.

Scientific Arrangement of Districts

The first step that this sales manager took was to rearrange his entire sales organization. Instead of laying off on a map a group of arbitrary districts, based on no particular consideration, he went to work scientifically to arrange his sales districts. These he now calls "sales blocks." He bases these districts upon:

(1) Travelling considerations.

(2) General unity of character of prospect.

(3) Competitive conditions.

Next he began to compile information of a very exact sort about each one of these blocks. He secured seven standard factors on which to base an analysis

of results in these sales blocks. These factors were as follows:

(1) Population.

(2) Area and distance.

(3) Competitive conditions.

(4) Ground estimate of possible consumption.

(5) Ground estimate of character of people and wealth.

(6) Trade and special factors.

(7) The "degree of saturation," or sales made prior to date.

The sales manager refused to recognize any extraordinary merit or amount of sales made in any district unless it was matched up against these test factors. When a salesman makes a seemingly phenomenal sales record, it is matched up against these factors; sometimes the phenomenal sales record tones down very considerably in comparison with the smaller sales in another territory, because in the first territory a single sale was about as hard to make as three sales in the second. This kind of analysis solved a number of puzzles which other sales managers had met in past years—such a puzzle, for instance, as that of a high-grade salesman who had a splendid record in a certain territory only to make a marked failure in another territory shortly afterwards.

Such investigations mark only the beginning of the modern methods of field reporting which many capable sales generals are compiling for their home office.

Beginners Should Build on Information

The concern that is going into business for the first time is most particularly in need of field investigation. It cannot scatter its shops widely across the country. Its limited resources naturally compel it to concentrate, and just where to concentrate is a matter of dollars and cents of difference. The makers of a new line recently had field investigators determine who were the best possible buyers for such a product and where they were located. These investigators, unknown to each other, and in points scattered all over the country, reported in such a large number to the effect that the factory operatives and mechanics were seemingly the easiest and most numerous buyers, as to make it evident that by far the most efficient plan to get sales started at least cost was to take the fifty principal manufacturing cities and concentrate upon them.

This was done, and the business is going along very well indeed.

In another case, an entirely new product, which had not before been trade-marked, was put out. It was important to the manufacturer to know how the trade felt about it, what profit he could expect, what were the possible points of resistance and competition and what particular channels of selling would prove easiest. All these points were discovered by local field investigators. Reports were made throughout the country and brought together and analyzed at the home office of this company.

In still another case a large company was about to put out a new product. A field investigation showed that the consumption of this article was so small, the headway which the one or two others already in the field had made was so discouraging, and the loss which they were suffering so definite, that it would be impracticable for some years to push the article. As a consequence of this report from local field investigators throughout the country, the company decided not to go into the manufacture of this article at all.

The matter of field investigation has now been carefully developed. Thoroughgoing sales generals are demanding not only the more obvious kinds of information from the field, but also *very minute and detailed information*

With full information at his side and thoroughly indexed and systematized, the modern sales manager is a commander of sales forces in a sense the old type sales manager never was. He can, with some semblance of accuracy, picture the conditions in any territory in which any fluctuation in sales occurs. A national sales organization has too many thousands of dollars at stake in office and field to "take a chance" on guess-work. It cannot go far wrong with the new program. First find out, then sell.

Keeping Tab on Salesmen

The sales managers of some firms check up their salesmen in the matter of their sales in relation to the business possibilities of each town. The Carey Salt Company, Hutchinson, Kansas, have a checking form which shows at a glance the way a salesman is covering his territory. It is used in connection with a system of salesman's daily reports. This checking form has as some of its heads the following:

Dates of Visit.

Was an Order Taken?

In Market (Month indicated).

This form shows how many times the town in a salesman's territory are "worked" each year and the value of business it has yielded. By referring to this form at the first of each month, there is learned those prospects that salesmen failed to cover in previous visits, which prospects can then be quoted by mail at the time specified should it not be possible for them to be seen by the salesman at that time.

Other Methods of Intensive Cultivation

Other factors of sales multiplication in territories covered are quotas for salesmen; the personal daily or frequent contact with salesman by ginger letters and correspondence of other character; the selection of the right salesman for the right field; economizing the time of salesmen by careful routing, and by giving them more time to sell; salesmen's contests and conventions; the education of salesmen; the advance preparation of the prospect; local or intensive advertising; assisting salesmen to close hard cases; and so on. But, speaking broadly, all methods employed for making salesmen's territories more productive—doubly and trebly productive—are comprehended by the term, intensive cultivation. As competition grows, as the costs of selling rise, and as territories begin to show signs of exhaustion, then the principles and practices of intensive cultivation become imperatively necessary. The sales manager who is out for records and to establish himself firmly in his present job and prepare himself for a better one, is well advised to become an intensive farmer of the fields in which his salesmen are his agents.

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Conserving Catalogues

Butler Bros., a large Chicago wholesale house which does business exclusively by mail, makes the catalogue the theme of trade journal advertising. The great value of their book to the merchant is kept before him constantly in the ads. and in a continuous form of direct mail solicitations. At interval sample pages are taken from a certain catalogue and sent to a selected list of merchants. These pages are bound in a little pamphlet containing additional explanatory matter to the effect that there are some characteristic merchandise offerings taken from their regular catalogue. The great benefit this catalogue can be to the retailer is pointed out and he is told that he can get on the list to receive the catalogue if he buys a bill of goods from the small book sent him. Also that if he wants to see a copy of the big catalogue before buying he may have one on request.

When a merchant asks for one of Butler Brothers' catalogues he is sent one, but his name does not go on the main mailing list. Let him buy a bill of goods, however, and his name automatically goes on that list. Thereafter he receives as many catalogues as his purchases warrant.

A similar practice is followed by other large retail mail order houses in Chicago who are very free with their catalogues. They want everybody to have a catalogue who wants one and who will use it. Ask for one and you will get it in a hurry. Buy some goods and you will likely get another in due time. Buy no goods and you have to ask again before another catalogue is sent you. This dropping from the list is automatic. A catalogue costs money and it is waste to scatter catalogues around where they are not used or not particularly wanted.

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Egg Powder Misbranded

The N. Y. State Bureau of Standards has ruled that the expression "egg powder," being synonymous with the expression "powdered egg" cannot be used to designate egg substitutes which do not contain powdered egg, or which contain powdered egg mixed with other ingredients. The label must clearly indicate the ingredients.

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Lieut. G. G. Rooker, recently returned from overseas, has been appointed advertising manager of the *Kitchener News-Record*. Prior to enlistment in 1915 Lieut. Rooker was advertising manager of the *Ft. William Times-Journal*, and for several years previous was Western representative of the *Toronto Globe*, with headquarters in Winnipeg.

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The 1919 advertising campaign of the Canadian Chewing Gum Co. Ltd., which is the Canadian subsidiary of the American Chiele Co., New York, will be prepared and placed by the Baker Advertising Agency. This agency will also place the Canadian advertising for Maxwell cars and trucks.

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The Seaman-Kent Co. Ltd., of Toronto, are planning to advertise their hardwood flooring. Copy will be prepared and placed by the Baker Advertising Agency.

THE MONTH'S ADVERTISING

A review of the more noteworthy advertisements appearing in Canadian mediums, as a record of advertising activities and tendencies.

By Observer

WHY is it that we leave the field open for an American manufacturer to come into the Canadian market and introduce the first branded line of pipes to be aggressively advertised? One would expect to find several well-established, well-advertised brands of good pipes in a country where pipe-smoking is so popular. That this competition should come from the United States, where pipes are by no means so popular, is the surprising part of it. What is the matter with the English makers of pipes (are there any in Canada?) that so inviting an opening should have been left for our enterprising American cousins to seize? These are the thoughts that come to mind as we see the advertisements of "Wellington" pipes appearing in our Canadian newspapers. We wonder why it is that we have never seen such advertising for an English or a Canadian maker of pipes.

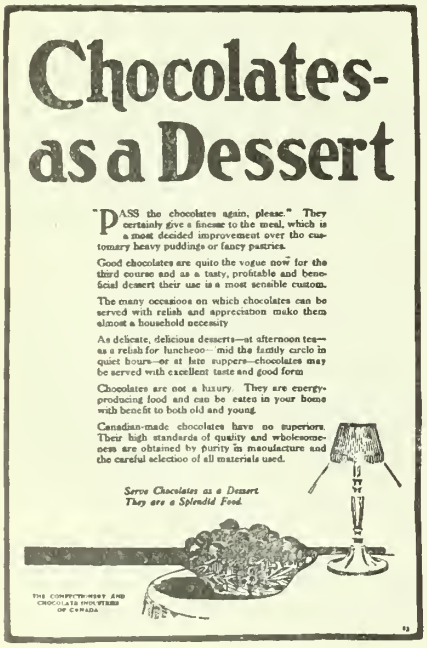
The advertising of Prince Albert tobacco, which has reappeared in the Canadian papers, is also considerably ahead of any advertising we recall having seen for Canadian brands. It is of the smart-alec slangy type of talk made familiar during recent years in the magazines which have come across the line. Unquestionably it has made a great many smokers *try* Prince Albert—and it has some *life*, which is more than can be said for most of the tobacco advertising we see in Canada.

The advertising of the Confectionery and Chocolate Industries of Canada, planned last November to meet the criticisms of those who thought the manufacture of candy should be prohibited during the sugar scarcity, because of its "non-essential" character, made its appearance during the past month. Whether it is that the situation which prompted the campaign no longer exists we have not been able to decide, but the copy seems unattractive and not very vital. Canadian confectionery makers have done so much and so very attractive advertising that we rather looked for something exceptionally good when they pooled their efforts. Perhaps it is not possible to put the same "punch" or appeal into non-competitive advertising—or it may be due to the difficulty of getting any number of "crities" to agree as to the best kind of copy—or we may be mistaken in our estimate of it, yet we cannot help feeling that it is lifeless and rather crude. Nevertheless, we hear that it is having a distinctly favorable effect.

We feel strongly tempted to take out more life insurance every time we see one of the advertisements of the Canada Life, similar in style to that reproduced. It strikes us as the most convincing kind of selling talk for insurance, effectively displayed and exceptionally well-written and interestingly illustrated. It "gets down to earth" and talks in the language the average man can understand—and inevitably leads to the conclusion that life insurance is something we ought to have as much of as possible. There ought to be more of this kind of advertising. It should make it easier to find and close prospects, easier to get and retain good field representatives (note that we did not say "agents." Why dignified insurance companies persist in handicapping their field men with the undignified title of "agents" is something we have never been able to understand). The Canada Life breaks into the papers every once in a while with one of these advertisements, apparently no regularity or plan of campaign determining their appearance or sequence. They are good enough to justify more frequent or more regular appearance.

The advertising of the Canada Cement Company has attracted our notice very frequently of late. Has it struck you as being very much better than in former years? We seem to see a great deal of it—possibly because it is so attractive as to command our attention every time it appears. It has been prominent in the newspapers and particularly in the farm journals during the past month—and is so worthy of comment that we have reproduced two pieces of copy—one exploiting cement for farm uses, and one emphasizing its value as road-making material. Someone suggested that the copy addressed to farmers was *too good*—meaning that it appeared to advocate such expensive and complete equipment that the average farmer would be inclined to look upon this as necessary to the use of cement. Whether there is anything to this I cannot say, not being a farmer. It would be interesting to hear the farmer's point of view. Which brings up the question; do those who write advertising copy to interest farmers ever mix up with a typical crowd of them and *get* their point of view. Do they ever go to the farms and talk with farmers to find out what interests them and how to appeal to them most effectively? Doubtless some of the farm paper copy we see would undergo radical changes if more of this were done.

Lantic Sugar is back in the papers again—and welcome indeed. Its reappearance reminds us that we have



missed its bright, sane, and suggestive appeals. Nowhere have we seen sugar advertising which seems so nearly all that it ought to be, in our humble opinion. We have been told that sugar is a very difficult product to advertise—and even more difficult to merchandise by modern methods. It seems almost hopeless, we are told, to persuade any appreciable number of housewives to express a preference for any particular brand. Sugar is just "sugar" to the average housewife, strangely enough. Still we feel convinced that such advertising as Lantic Sugar has done will go far in overcoming this difficulty, if it has not done so already. Certainly it is considered to be one of the outstanding Canadian advertising successes meaning that the brand has not lacked the kind of advertising which ought to put it over. The Lantic poster now on the boards is also easily

a distinctive contribution to outdoor advertising art. Its appetizing association of "Lantic Sugar" with the making of good marmalade cannot fail of effect. Also one of the brightest bits of advertising literature reaching the Observer's desk is the "Red Ball" house organ, issued by the Lantic advertising department for the trade. It should "sweeten" their trade relations materially. Lest our enthusiastic appreciation of Lantic Sugar advertising should give the impression that we have something to do with the preparation of it (which we haven't) further inclination toward compliments must be restrained.

Red Rose Tea is another back-comer, and with a better series of advertisements, if the first few to appear are any criterion of what will follow, than any we recall having seen previously. The one reproduced is a frank boost for the retailer, perhaps a tactful bid for his good-will, but is no less an effective advertisement for Red Rose Tea. Another piece of copy injects a new note in tea advertising by featuring the new kind of package—a waxed-board carton. War conditions forced most tea packers to seek a less expensive and more easily obtainable package than the long-used lead—and the Red Rose people now feature the fact the lead package was actually far from as satisfactory as the new, stronger, cleaner and better all-round container provided by waxed board. We can think of other products to which a new and better container would add a strong selling feature.

Among the almost confusing variety of advertisements appearing in the farm papers—which, by the way, carry much of the best copy seen—the advertisements of the Banwell-Hoxie Wire Fence Co. usually manage to command attention. Though not as large as other fence ads seen, they show the benefit of better designing and more skillful preparation. The one reproduced was double column width, shows considerable fence in enough detail to indicate style of construction, features the trade mark, and includes a touch of farm life along with some common-sense copy. It makes admirable use of the space occupied, and should prove as effective as some of the larger ads of other fence makers.

Prominent in the month's advertising was the copy of various seed houses. That of Rennie's reproduced is easily among the best. We have been struck with the failure of the seedmen to follow up the agitation of the last couple of years which resulted in so many people going in for gardening.

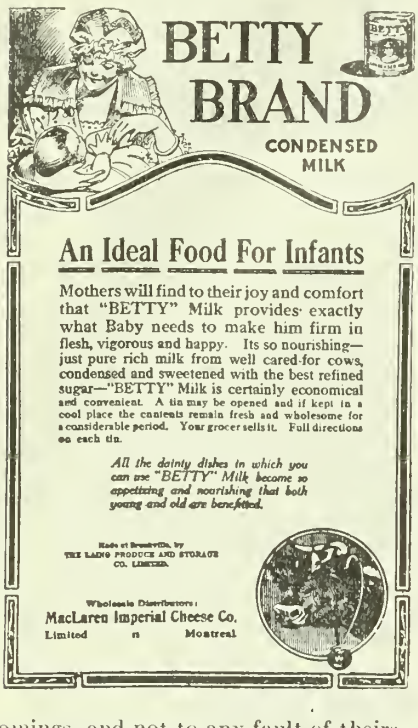
Surely seed-sellers are not going to allow us to drift back into the old habits of indolence and indifference to producing our own vegetables. Yet it looks that way, if we are to judge from their failure to make this anything like a prominent feature of their current advertising. Most of the seed advertisements lack distinctive features and what we would conceive to be their strongest sales arguments—being little more than an invitation to "write for catalogue." Evidently the catalogues are relied on to make the sales—but how can they do this in the cases of people whose interest is not awakened. That would seem to be the opportunity and obligation of the advertisements.

The old Dutch Cleanser advertisements usually manage to stand out prominently on any page on which they appear. Not because of preferred

position, nor for lack of other advertising around them, but because that's the kind of ads they are. They refute the argument that big space is necessary to get attention, as it may be when the copy is not the Old Dutch kind. The current newspaper advertisements are only five inches double column, yet we never seem to miss seeing them.

The big advertisements of the month, in size and timeliness, were of course those of the Canadian Manufacturers Association, the Canadian Reconstruction Association, and the wind-up of the Repatriation Committee campaign. The first-mentioned was a frank argument for caution in dealing with the tariff, to offset or meet the agitation for tariff-reduction. It impressed us as the most effective argument yet advanced on behalf of the manufacturers,

and should have a good effect. The advertisements of the Reconstruction Association, which Mr. Average Man seems to look upon as camouflaged propoganda for tariff-retention, were not so good. We have none of them before us as we write, and although we read them as they appeared, no distinct impression of what they advocated seems to remain in our mind. Frankly, we are not yet able to say positively just what the Canadian Reconstruction Association stands for or hopes to accomplish. But perhaps this is due to our own admitted short-



comings, and not to any fault of theirs. Unity—Stability—Prosperity are stated to be its aims—but then, where does that get you?

The campaign of the Repatriation Committee is more worthy of note. It represents a striking development in the use of advertising—representing as it did the first attempt of any Government or Government department, so far as we know, to explain its policies and plans to the public. The copy was well-written, and most readably displayed, and we have no doubt "got across."

Among the newly-advertised products we especially noted Betty Brand Condensed Milk and Macdonald's Chewing Tobacco, both of which are represented in our reproductions. The Milk advertisement scarcely holds its own with the larger and more attractive copy running for Borden's and Carnation brands, both of which have the "look" of success. The MacLaren Cheese people seem to have drifted away from advertising habits, so that their advertising "works" may not be in first-class running order. We feel that Betty Brand Milk will need better advertising than this if it is to make its way in the competition for public favor. Macdonald's has been referred to as an old firm just come to life—signifying that although in business for years and years it is only now waking up to the possibilities of advertising. The publicity it is now getting will go little further than to remind people that the firm is still in business and its brands still obtainable. If you chew their plugs you need not be told this. If you do not, there is nothing in their advertisements to make you want to. And the space might better be used to develop new demand.

Welch's Grapelade is another newcomer—a pure grape jam, sort of marmalade, we suspect, put up in small tins which is a new way to get jam. Our impression when we first saw this product in the stores, and which remained until we had seen several of the advertisements, was that it was some sort of grape crystals or "separated" grape powder with which to make a grape juice drink. Which indicates how casually some of us ordinary mortals look at these new things. But we tried it finally—being very fond of good jam—but somehow it tasted as if it might be made with glucose or some other substitute for the real thing. We wonder if it is. Still that original idea of grape crystals or separated grape powder for making a drink suggests possibilities, doesn't it? Couldn't this be done? Can the water be separated from grape juice? Maybe someone will do it some day, and put a new product on the map.

If the price of sirloin steaks shows a tendency to advance we feel sure the card which has recently appeared in the street cars advertising H. P. Sauce will be in some measure responsible. It affords striking evidence of what color can add to the advertising appeal. Appetizing—and that's what H.P. is represented as adding—say, it makes you want to waste your car ticket and rush right out to the nearest good restaurant and insist on having the best steak in the place—with H.P. Sauce, of course. We've been told that people don't see the cards in the cars—

but will wager a steak—with H.P.—that anyone whose digestion is in good working order will see this one—and experience that healthy, hungry feeling.

Perhaps the best of the posters seen on the boards is the new one put out for the Ottawa Paint Works. We see it everywhere—maybe because it is new, but more likely because it has that character of design, coloring, etc., which commands attention. And that's all a poster can be expected to do. O.P.W. ought to get on the map with that kind of advertising.

Large Business in Prospect

Because trade prospects in the steel trade are generally held to be the most reliable indication of general business conditions, the views of E. H. Gary, head of the U. S. Steel Corporation make interesting reading.

"As to the volume of business to be offered during the next few months, or years," he says, "no one can accurately predict. But there are reasons to suppose it will be large."

"The government will continue to be a large purchaser at reasonable prices for the finishing of incompleted projects and others contemplate more changes which will be incidental to a peace basis. In this connection it will be observed that the War Industries Board and other governmental departments are already considering methods for assisting in the readjustment of business without serious disturbances or injury to general conditions.

"Besides, there has been in all lines of trade with which the government has not been specially interested, an accumulation of orders, which to a large degree at least, will be placed so soon as the supply may justify. And in order to refill empty warehouses throughout the country large quantities of finished materials will be required.

"Moreover, in non-producing countries it has been impossible to supply their necessities on account of the war requirements, and these will commence to buy as soon as it is practicable, so that a large increase in exportations may be expected.

"Extensions and new construction which have been necessarily postponed for lack of material will be taken up.

"And with all this is connected the thought that as a net result of the war the volume of cash and cash resources had been increased in a marked degree and will be expended for purposes of expansion and development in this rich and growing country. The circulation of money is considerably larger than it was at the beginning of the war."

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The chocolate and confectionery industries of Canada have formed an export company, of which C. J. Bodley, Toronto, is secretary, to go after foreign business. Representatives are going abroad at once, to start an active campaign.

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A new advertising departure for the Dominion Messenger & Signal Company, Toronto, is the publication of a house organ called "The Symbol," the first number of which made its appearance February 1st. It is to be issued every other month, with information for business executives about the better protection of property from fire and theft. Several articles describe the operation of the Company's service in a readable manner, with two pages of views of buildings protected by the Dominion System, a few clipped articles of special interest to business men, and some jokes and advertisements, make just enough to get attention, and leave an impression which should be favorable. There is much to make such a piece of advertising literature a valuable factor in developing new business.

"Sawing Wood"

—75 Years Ago

IN THE QUEEN'S BUSH—which was all of Old Ontario west of Toronto—the very first thing the pioneer had to do was to clear enough timber land to build his home—then to clear enough to plant his crops.

WHILE THE AXE AND THE SAW were the first material aids to the settler, the "stick" of type and the old hand press were beginning already to cater to the intellectual needs of the people. In Toronto, London and Kingston, were a few printing shops publishing gazettes of news weekly, on small presses brought from the "States." Seventy-five years ago also saw the infancy of Ontario's manufacturing industry.

1844—BOTH FOUNDED THE SAME YEAR—1844

Foreseeing the age of lumbering that was soon to make the Queen's Bush alive with industry, a small foundry was established in the village of Brantford—in 1844—and there the primitive tools of Ontario's early timber trade were made. With the industry's growth came portable saw-mills, and the old up-and-down machinery was replaced by more modern saws. To-day, in all parts of Canada, may be found waterworks plants, fire engines, tractors, road machinery, pulp and paper-making plants and the various other products of the Waterous Engine Works Co., Ltd.—the great industrial concern that grew out of that single forge in Brantford.

Concurrent with that industry's history has run the course of The Globe. Founded in the same year, both have come up through all the stages of Canada's development. Both have seen the magic change in the Queen's Bush, making it the great thriving industrial province it is—populous, productive, prosperous. Finding markets for these growing industries has been the important work of the Globe's advertising columns. It has done this successfully, and it has reaped some of the success which its advertisers have enjoyed. Hand in hand with Ontario's industrial progress has been the progress and growth of The Globe.

75 YEARS OLD and 75 YEARS STRONG

The Globe's strength is due not only to 75 years of achievement, but to its virility and integrity to-day. The scope of its news-gathering organization—its intelligence and care in editing its despatches—its "easy to find" make-up—all have a part in the leadership which it maintains. The Globe leads all morning papers in Canada in circulation, without the use of a premium. It leads all papers in Canada, morning or evening, in the amount of general advertising it carries.

The Globe

TORONTO

W. G. JAFFRAY, *Pres.* WM. FINDLAY, *Adv. Mgr.*

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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1919 LYDIATT'S BOOK NOW READY

THE sixth and latest annual edition of LYDIATT'S BOOK "What's What in Canadian Advertising" is now off the press. Those who appreciate the usefulness of this comprehensive little volume of sales and advertising data should order their copy at once. The edition is limited, and the demand this year bids fair to soon exhaust the copies available.

To be able to secure in one handy volume so complete and accurate a variety of information has been generally appreciated, in the United States, England, and other countries, as well as among sales and advertising managers in Canada. No other book so well serves its purpose. So far as we know, it is the only independently compiled book of its character published anywhere. It is everwhere recognized as the authoritative source of information about the Canadian market and Canadian advertising mediums.

NO USE BRANDING

"WE can't advertise our goods, because we can't brand them," we have heard more than one manufacturer plead. "We've tried it" they affirm, "and the dealers won't have it. They simply take our tags or labels off."

Naturally! Because the tag or label has no value to the dealer. It adds no selling value to the goods. But make the label mean merit to the consumer—show your dealer that his customers prefer goods of your make, bearing your brand, make the label *help sell the goods*, and he'll begin to insist on having it.

This has been the experience of so many manufacturers as to no longer be open to question. A typical case was that of the hat manufacturer who could not sell hats with *his own* label in them. While continuing to sell hats with no label, or carrying private labels of his various dealers, this manufacturer sought the consumer's good-will, urging him to ask for hats bearing his (the manufacturer's) trade mark. Gradually dealers were willing to "try" a few hats with the advertised trade mark, until the time finally arrived when dealers sent in "for enough of your labels to put in all the hats we bought of you recently."

Give your brand or trade mark or label real selling value and dealers will be glad to take advantage of it. Their success depends on their ability to satisfy their customers' wishes. But they cannot be relied on nor expected to popularize your trade mark *at their expense*. That's your business.

LESSENING THE NON-PRODUCTIVE TIME

HAVE you ever analyzed the efficiency of your salesmen? It might be worth while to check up the number of hours actually spent with prospects. They may be calling on too few, or on too many. They may spend too much time getting to and fro, or too much time with each prospect. Advertising in publications reaching their prospects, or through the mails, might prove a real time-conserver and money-saver.

A little study of this problem should prove worth while. We are much concerned about the non-productive time of men in the factory and costly hours wasted while machines stand idle. We do not hesitate to instal expensive machinery, if it will increase the output or lessen time-cost. Yet few seem to think that there are similar problems and possibilities in connection with the work of the travelling salesman.

A manufacturer who recently investigated the efficiency of his road salesmen was horrified to find that the actual time spent visiting prospects was less than three hours a day, for five days a week. As reported in *Printers' Ink*, the rest of the time was occupied in getting from place to place, writing reports, digging up prospects and cooling heels in outer offices. A considerable proportion of the "three hours a day" was employed in explaining to prospects what should have been common knowledge regarding the firm's product and its peculiar advantages over competing articles. Moreover, it was arduous at first call to sort out the active prospects from the others.

So the services of advertising were enlisted. Introductions were found to be easier. People actually in the market sent in inquiries, which cut out lost motion. And the representative's initial visits were not totally consumed explaining the rudimentary questions about the firms' activities.

Cutting down the salesman's non-productive time is a problem for business efficiency engineers—call them what you may—no less than reducing the number of "overhead" hours in the plant. Automobiles will do it. So will better systems of routing. So will standardized methods of approach and appeal. So will advertising.

WORKERS AND WEALTH

A splendid illustration of the fact that the Bolsheviki theory, that to the workers belong the profits, does not always hold good is found in the experience of the King Edward Hotel, Toronto.

Here is the case of a new management, with the same market, the same plant, the same employees, and certainly no more favorable business conditions, increasing the net earnings to the tune of $200,000 in one year—turning an operating loss of $100,000 in 1917 into a profit of $100,000 for 1918.

Did the workers produce this wealth? Certainly not. It shows what efficient management can accomplish in profit-making.

GETTING THE SOLDIER A JOB

AMONG the men now returning from overseas are many who are fitted by previous experience for efficient work in sales or advertising departments—or whose ambitions are in that direction.

If you know of any such men, will you kindly refer them to us. We will endeavor to bring them in touch with a suitable opening.

Among the readers of MARKETING there are scores of manufacturers, wholesalers, publishers, advertising agents and others who are in need of young men for sales or advertising work.

If you can offer an opening, now or at any future time, will you please communicate with us, and we will try and put you in touch with suitable men.

MARKETING's columns are open, without charge, for announcements of returned men seeking employment as salesmen, or in sales or advertising work of any kind. Also for advertisements from employers offering openings of this nature. Full particulars should be furnished.

$10,000,000 FOR ADVERTISING

POSSIBLY one item in the report of industrial production recently issued by the Dominion Bureau of Statistics escaped your notice. We refer to the statement that Canadian manufacturers paid out in "advertising expenses" in 1917 the sum of $9,929,162.00.

This will astonish those who have any knowledge of the amounts expended by Canadian manufacturers for printed matter, newspaper, magazine, farm, trade, technical and other periodical advertising, in street cars, posters, specialties and all recognized forms of advertising. We believe it would be a liberal estimate to fix the total amount actually spent for what is generally understood as "advertising" at half the sum mentioned.

Unless the exact nature of the expenditures charged to "advertising" account is known, no good purpose can be served by quoting such figures. In many offices the "advertising" account buries a multitude of sins not properly chargeable to what is commonly understood as advertising—such as salesmen's expenses for entertainment, charitable contributions, donations to bazaars, labor unions, etc.

Then again, some firms charge all stationery and printing to advertising account; others do not. Some include salaries and wages paid the advertising department staff (and these figures are doubtless duplicated in reports to the Census Bureau covering employees' salaries and wages). Others charge cost of cartons and containers to advertising account, while cases are known where expenditures for autos and trucks have been charged against "advertising."

The Census Bureau's figures, therefor, have little significance unless the items embraced in this vague classification are clearly specified. A strict and uniform accounting would undoubtedly greatly reduce the sum properly chargeable to advertising expenses.

Certainly not more than one-sixth of the amount reported is paid by Canadian manufacturers for advertising in newspapers, magazines, farm, trade and other regularly issued periodicals, and for space in street cars and on bill boards.

PROTECTING BOND HOLDERS

OTTAWA should do something to protect the small holders of bonds, argues the Toronto *Telegram*. People who are obliged to cash in on their holdings are being made to suffer for their patriotism, hundreds in need of ready money sacrificing their bonds at sums far below market price. Many of these small holders get into the hands of unscrupulous dealers, and are trimmed—going on their way bitterly resolving never again to invest money in a Government security.

But what the *Telegram* does not explain is that these "men and women who can least afford it" are brought in touch with these "unscrupulous dealers" through advertisements in the *Telegram* and other newspapers. Evidently this anxiety to protect those "not generally too astute in matters of finance" does not extend to the advertising department.

Many newspapers in the United States, and some in Canada, are refusing to accept the advertisements of this new type of "loan shark," also the announcements of fakey or shaky investments which it is sought to unload in exchange for Victory bonds.

The Government should carry on a campaign to encourage holders of bonds to hold them, with advice as to the best proceedure if a sale is necessary. But newspapers like the *Telegram* can perform a real service by exercising a more strict censorship over their advertising columns, for the protection of their own readers.

WHAT GIVES A MEDIUM VALUE?

"WE fully recognize that your publication has exceptional interest to its readers" said an advertiser to a publisher's representative. "But it seems to us that your readers are so intensely interested in the text matter that the advertising has little chance of getting attention."

So it must be assumed that he prefers to advertise in publications which are less interesting, so that his advertisements have more chance of getting attention. Perhaps the less interesting the publication, according to his reasoning, the greater its value as an advertising medium. How ridiculous! If reader-interest, the greater the better, is not what gives a publication value as an advertising medium, pray what does?

HOW DO THEY GET IT.

FOR years we have become exasperated in our attempts to find out something definite about the actual circulation of many publications which sought our advertising. That advertisers survived this period of many uncertainies has sometimes seemed a marvel. But with the advent of the Audit Bureau of Circulations a few years ago this period came to an end, to a large extent, and to-day the circulation records of nearly all publications of any importance in Canada are regularly audited in accordance with established standards.

But having established this means of verifying the volume of circulation the careful advertiser now wants to go a step or two further. In effect he now says: "Yes, I know you have so much circulation. But how did you get it?" He wants more facts on which to base a reasonable estimate of the *quality* of the circulation delivered. How much the subscribers paid, what percentage of subscribers renew, what methods are resorted to to secure subscribers, what proportion of the circulation was secured by each method—such questions are constantly cropping up, answers to which would indicate the subscribers' interest in the paper—and auditor's reports do not afford adequate nor sufficiently definite information of this character.

That the advertiser's desire for this information has the backing of the more solid publications is indicated by the open letter to the A. B. C. published by the *Farmer's Advocate* of London in this issue of MARKETING. Getting circulation, even so-called "paid" circulation, is not a difficult matter for most publishers, if they are not particular about the kind of circulation they get or as to what it costs them. Evidence of this is found in the suddenness with which some publications manage to boost their circulation figures—to the disadvantage of more conservative publishers who seek to enroll as subscribers only such people as their paper will interest and who insist that their circulation must yield them some net revenue.

We believe the time has arrived when the Audit Bureau management must take steps to meet this demand for more definite and complete data as to "how they get it." We believe also that the publishers' books should be audited to show what rates are charged for advertising space, and what discounts or commissions are allowed, and if such discounts are allowed to any advertisers "direct." If the disclosing of such information is not made an obligation of membership, the Audit Bureau should at least offer to audit advertising as well as circulation records—and make it known that they undertook such an audit where the publisher so desired. Permission by the publisher to make this audit of advertising rates charged would then clear him of any possbile suspicion of rate-shaving—and would go far toward building up confidence in advertising values.

We hope to see this movement gain strength.

MARKETING is always open to consider original articles affording practical information on sales and advertising topics and pays promptly and liberally for any which are acceptable. Short articles and suggestions of value are particularly desired.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR FEBRUARY, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	20,935	1,076	30
Western Home Monthly	1	720	17,281	3,336	28¾
Canadian Home Journal	1	800	15,929	940	21
Everywoman's World	1	800	16,298	2,583	23½
Canadian Courier	2	728	11,603	626	16¾
World Wide	4	636	5,817	60	9¼

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR FEBRUARY, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	4	720	83,667	7,825	88	91,580
Nor'West Farmer	2	720	70,298	9,604	260	80,162
Farmers Advocate (London)	4	720	59,669	11,968	138	71,775
Farmers Advocate (Winnipeg)	4	720	58,250	5,067	84	63,401
Farm & Ranch Review	2	720	45,781	5,623	262	51,404
Canadian Countryman	4	700	40,504	3,329	203	43,946
Farmers Magazine	2	700	38,668	818	780	40,266
Farm and Dairy	4	700	30,630	7,269	....	37,799
Canadian Farm	8	792	28,622	4,233	1,943	34,796
Maritime Farmer	2	672	24,624	2,030	2,348	29,003
Rural Canada	1	800	10,612	....	....	10,612
B. C. Farmer	1	420	9,802	433	158	10,393
Ottawa Farm Journal*	8	2,432	73,250	1,856	7,464	82,570
Family Herald & Weekly Star*	4	2,432	66,192	280	8,250	74,722
Free Press Prairie Farmer*	4	1,180	41,555	912	7,312	49,779
Weekly Witness & Can. Hom.*	4	2,100	14,920	303	2,804	18,027

VOLUME ADVERTISING IN DAILY NEWSPAPERS FOR FEBRUARY, 1919

(Figures compiled by Marketing)

	Total General	Local Display	Total All Display	Classified
Montreal Star	268,981	460,053	729,034	173,973
Winnipeg Free Press	240,706	406,808	647,514	254,658
Toronto Globe	201,181	142,403	343,584	89,461
Vancouver Province	196,652	165,512	239,110	162,028
Montreal Gazette	196,100	246,058	442,158	8,403
Toronto Star	175,349	413,013	588,362	191,546
Toronto Mail and Empire	172,103	132,652	304,755	75,835
Ottawa Journal	168,300	282,893	374,430	56,868
London Free Press	160,682	210,153	370,835	93,142
Winnipeg Tribune	157,305	392,917	550,222	120,369
Calgary Herald	141,879‡	331,236	473,115	173,233
London Advertiser	138,081	196,052	334,133	70,616
Toronto Telegram	134,747	445,064	579,811	367,324
Winnipeg Telegram	127,034	229,313	356,347	58,967
Vancouver World	107,115	352,130	459,245	59,941
Toronto News	96,281	201,448	297,729	17,739
Toronto World	94,692	143,793	238,485	9,905
Ottawa Citizen	91,537†	282,893	374,430	56,868
Vancouver Sun	73,598	165,512	239,110	76,688
Calgary Albertan	65,536	207,260	272,796	51,664

‡February 21st figures could not be included.

†Carries no medical advertising.

NOTE;—In comparing above figures consideration should be given the fact that in some cases figures given represent volume of advertising carried in only one or two issues, and in others five issues or more, as indicated in first column. Differenecs in page sizes also in some cases account for differences in volume of advertising. As some farm papers accept little or no patent medicine advertising and as live stock advertising is carried at a special rate, they are graded according to total volume of all other advertising. *Are printed in form and size of newspapers and having a different scale of rates are therefore grouped apart from the publications of standard periodical form.

High Service Ideals

WE have been told that several of the leading Canadian publishers have said, in mentioning the H. K. McCann Company Limited to others, that we give exceptional service to our clients.

This is very gratifying to us as it is our established policy to give exceptional service. We have ***high service ideals;*** not only in connection with space-buying and the preparation of copy to fill this space but in everything connected with the merchandising of the products we advertise.

Advertising Managers and Sales Managers will find our co-operation and our thorough knowledge of the relation between advertising and selling, helpful in securing the maximum results from the advertising appropriation.

We have a complete Canadian organization and are in a position to give unusual service to any client whose business we undertake to handle.

Interviews invited

TRUTH WELL TOLD

THE H. K. McCANN COMPANY LIMITED

TORONTO
56 Church Street

MONTREAL
Transportation Bldg.

To Advertisers Everywhere!

It's Time to Come Out into the Open Regarding Circulations

(See open letter on opposite page)

Three Ways to Test Circulation

1st. Make the publisher tell you what percentage of his subscribers renew annually. *With us it is 76.73%.*

2nd. Make the publisher tell you the average amount received from each Subscriber for his paper. With us it is *$1.24* net a year, after deducting all commissions.

3rd. Make the publisher tell you *HOW* and where he gets his circulation. Ours comes from direct renewal subscriptions, and by old subscribers sending in new names.

Figures Mean Very Little Unless Backed by the Subscriber's Cash

Bulk of circulation, if secured by forcing methods, counts for very little as far as results to advertisers are concerned. 100,000 circulation may mean but 20,000 actual readers, if the subscribers were secured through any other inducement than by the merit of the publication alone.

It is time high-grade papers received their due. If you agree, take this up with the A. B. C., and place your advertising accordingly.

THE FARMER'S ADVOCATE

AND HOME MAGAZINE

Published by THE WILLIAM WELD COMPANY, Limited, LONDON, CANADA

OPEN LETTER TO THE AUDIT BUREAU OF CIRCULATIONS

LONDON CANADA

GENTLEMEN:—

We have been members of the A. B. C. since it was first organized.

We entered because we felt we had a circulation that made the name of the A. B. C. mean something to the advertiser and advertising agency.

We believe in the cause for which the A. B. C. is organized, but the time has come when it should adopt better business methods regarding quality of circulation. At present, the words "A. B. C. Guaranteed Circulation" apply solely to quantity, and mean nothing as to quality of circulation—percentage of renewals, methods of increasing circulation, or net rate per subscriber received by publisher.

The annual subscription price of the Farmer's Advocate and Home Magazine, London, Canada, is $1.50 in advance. Its circulation, as shown in A. B. C. audit report for year ending June 30th, 1918, was 30,878. The cash received from this circulation for the same period, after deducting all commissions, was $38,351.55, making an average of $1.24 net for each subscriber. Weak and inferior publications, employing strong-arm circulation methods, using premiums, guessing contests and other questionable tactics, allowing agents 100% and, in some cases, even giving bonuses for getting names, get the A. B. C. endorsement of this inferior circulation. Some advertisers KNOW circulation for themselves; others depend upon A. B. C. reports, and, misled by these, place their advertising in these inferior publications.

To be of continued use to us, as the oldest farm paper in Canada, employing only honest circulation-getting methods, refusing fakes, liquor, tobacco, mining-shares, or any other objectionable advertising, A. B. C. approval must differentiate between sound circulation and temporary, inflated, circulation.

We leave it with you to devise some way of differentiating between first-class circulation and the other kind, convinced that it will be in the best interests of advertisers generally, and the A. B. C. in particular, to adopt without delay, some means of rating circulations as men and businesses are now rated, financially.

NET DAILY CASH RECEIPTS the ONLY TEST OF QUALITY

Yours very truly,

The WILLIAM WELD COMPANY, Limited.

Our Advertising Rate is 25c. per line flat, $180 per page

Forms close ten days in advance. **Send for Sample Copy.**

Wanted—

a man to represent

The REID PRESS, Limited

The remarkable growth of our business during the last few years, coupled with the increasing demands for a complete printing service of the highest quality, makes it necessary for us to add to our staff another representative.

The man we want must instantly recognize and appreciate fine printing, commercial art, and engraving; must be absolutely sold on the effectiveness of properly planned and printed direct advertising of every sort; and must be able to communicate to others his enthusiasm about the quality of work we do and his confidence in our ideals and the complete service of our organization.

The man we want may be one whose past experience entitles him to recognition among buyers of good printing. Or he may be a young man of good education, appearance and address, with his future before him, who will be glad of the opportunity to ally himself with such an organization as ours, and will be willing to spend some time in training for this position.

Such a man will be backed by the knowledge that he represents a firm of unquestioned standing as a producer of high quality work; by the reputation secured through years of work well done and satisfactory service given; and by the most efficient co-operation our complete organization of artists, engravers, copy-writers, printers and binders can give.

Applications will be considered by letter only. They will be held in absolute confidence. Give full particulars about yourself and tell why you think you qualify for this position.

The REID PRESS, Limited

Hamilton, Ontario

Farmers Buy "Weekly Sun"

The publishing company organized by the United Farmers of Ontario to issue an official organ, and in which farmers have been urged to buy stock for some months past, has purchased the *Weekly Sun*.

It was originally intended to start a daily newspaper, but when enough money was not obtainable to permit this, it was decided to start a weekly and gradually work into a daily. It is understood that this is the plan with the *Sun*, which will be continued as a weekly for the present.

The *Weekly Sun*, which now becomes the farmers' own, farmer-owned organ, has for twenty-eight years strongly supported the farmers in all their movements. It was founded in 1891 by George Wrigley, and in 1896 was purchased by a joint stock company in which the late Goldwin Smith was one of the largest shareholders.

Through the delay in completing their plans the United Farmers have been subject to exploitation in several directions, but it is thought this will prove but a slight handicap when the *Weekly Sun* comes into their control and their own organization is complete.

W. E. McTaggart, who returned a few weeks ago from overseas service, has become editor and manager of the *British Columbia Farmer*, of Vancouver. Previous to the war he was with the Grain Growers' Guide, also Fruit Markets Commissioner for the B. C. Government. He has a wide knowledge of agricultural affairs, particularly in British Columbia.

Farm and Home, a weekly farm journal in Vancouver (recently established by A. H. Hunter,) has been purchased by the Sun Publishing Company, Publishers of the Vancouver Daily and Sunday *Sun*.

Tom G. Ireland has resigned as plan and copy manager for Southam Press Limited, Montreal, to take charge of the copy and service department of Smith, Denne & Moore's Montreal office. He has been identified with advertising in Montreal for the past thirteen years, having had charge of publicity of some of Montreal's largest department stores.

Lieut.-Col. Harold A. Moore, manager of the London, England, office of Smith, Denne & Moore, was recently awarded the decoration of Commander of the British Empire. This is his second decoration, as he had previously been awarded the Military Cross after the battle of Neuve Chapelle.

Canadian Motor, Tractor and Implement Trade Journal is the name of the newest addition to the list of trade and technical papers published by the Maclean Publishing Company, Toronto. It will cater to the automobile accessory, tractor and farm implement dealers' interests, and will be published monthly, same size as Maclean's and Farmer's Magazines. J. McGoey is the advertising manager.

This Agency Offers You MEN Plus Service!

THE modern Advertising Agency does two important things. It takes off your shoulders all the details of an advertising campaign. Through the printed word it also becomes part of your *sales force.*

To do this, its first concern is to study your merchandise, analyze its superiorities, compare it with competitive products.

It must also know something of cost and margins, must appreciate your selling plan—or suggest a better. It must be enthusiastic about your institution, about your business standards, about your market.

The Baker Agency has grown so rapidly, has become so dominant a factor in Canadian merchandising and advertising, because it has fulfilled these functions successfully.

"Our Clients Sell Our Service"

And here's the reason:

This organization consists not of one man—but of a number of men—each with a training, experience and knowledge that fits him to give competent advice and service on merchandising and advertising problems.

It is an organization of *executives,* each able to outline merchandising plans, to discuss sales-policies, to develop advertising ideas, to produce copy that is clear, convincing, psychologically right — and right according to your selling plan.

A consultation about the service Baker Agency can give you in the solution of your advertising problems will cost you nothing.

At any time. In your office or our's.

THE BAKER ADVERTISING AGENCY, LIMITED

184 BAY STREET. TORONTO

To Reach the Best of the West

Your advertising should be in FARM & RANCH REVIEW—the one Western farm journal you can't afford to overlook, for these very good reasons:

1. The field which it DOMINATES is the mixed farming centre of the West. The problems of these farmers cannot be handled with the same intimacy, interest and authority by journals published elsewhere for a different type of farmer. FARM & RANCH REVIEW is **closest to them**—is their **home** paper.

2. Mixed farming stabilizes prosperity—and creates a market for a greater variety of equipment. Our farmers are the biggest buyers of autos, tractors, trucks and accessories, engines, lighting plants, etc. Theirs is not an intermittent prosperity.

3. Alberta farmers alone will realize over $100,000,000 on their 1918 production, including grain, live stock, wool and other produce. Doesn't this offer a market worth cultivating?

4. FARM & RANCH REVIEW stands second in volume of advertising per issue among all Canadian farm journals—evidence of its favor among advertisers who know it and its rich field.

5. Advertising rates are the lowest of any of the Western farm journals in its class. Circulation now over 35,000 and going up to 45,000 by December 31st (guaranteed by A.B.C. audit). Offers this year the biggest value of any farm journal, considered from any standpoint.

Include FARM & RANCH REVIEW in your 1919 schedules. Ask your agency for rates, etc., or write us for specimen copies and information as to the market for your goods in this field.

THE FARM & RANCH REVIEW

Published on the 5th and 20th of each month.

CALGARY, ALBERTA

Member A.B.C.

Find Fault With New Engraving Charges

REPORTS which reach Marketing, indicate that the new scale of engraving charges is giving rise to considerable criticism, which, though in some cases extreme, seems on the whole, well-founded. Probably the engravers will find it necessary to make some adjustments in the scale, to correct some apparent errors and in a few particulars, to establish a more reasonable basis of charges.

Perhaps the strongest objection is taken to the charge of "50 cents and up" for inside mortises and "25 cents and up" for outside mortises—just about double what it was in previous scale. At this rate, there would be a slight economy, in the case of small cuts requiring mortising inside, to have, an original zinc made, without mortise, and from it have an electrotype, in which the electrotyper would make the required mortise. The cost would then work out, say for a 3-inch single column cut, as follows:

Cost of zinc engraving	$1.58
Cost of electrotype	.30
Cost of mortise by electrotyper	.15
	$2.03

If the mortise were made by the engraver, the cost would be:

Cost of engraving	$1.58
Inside mortise	.50
	$2.08

Or a greater economy would result, were it possible to order the engraving without mortise, have type set to fit the space, as shown in proof, and send cut and type separately to electrotyper, type matter to be patched in. Many advertisers now do this anyway, because it so often accomplishes a saving in the cost of typesetting.

Certainly a charge of 50 cents for inside and 25 cents for outside mortises, seems unreasonable, compared with the electrotyper's charge of 15 cents and 10 10 cents for identically the same work. It also seems unreasonable in relation to the probable average actual time-cost of the work involved.

Another charge which one advertiser characterizes as "outrageous" is the scale for vignetted half-tones, which is just double that for square-finished half-tones. According to scale, for example, a square-finished half-tone 7 inches by 8 inches, costs $11.20, while the same size half-tone vignetted or close cut, costs $22.40. Surely this cannot be warranted by actual costs. In former scales, vignetted half-tones cost more than close cut half-tones, while in the new scale, both cost the same. We are told this is wrong, too.

Another possible mistake is the charge of $1.50 for "extra negatives." This is evidently meant to apply to half-tone negatives only, but it is not so stated—with the result that extra negatives inserted in line engravings are figured at the same rate. This would place the cost of some line engravings out of all reason.

One of the restrictions which it is difficult to explain, and which we understand is enforced by the employees' union, is the prohibition against half-tones of a finer screen than 100-line, except on copper. For many jobs, particular publications, half-tones up to 120-line on zinc prove quite satisfactory, and should be obtainable at less than the cost of copper. Where the employees or employing engravers benefit by such a restricton, is a question still seeking a satisfactory answer. Unnecessary bleeding of the customer can hardly prove an advantage to either.

As an engraving buyer expresses it: "This scale of charges has been forced up beyond all reason or justification. If the autocratic and dictatorial attitude of the union, which I understand is responsible, is not actually contrary to the laws prohibiting combinations in restraint of trade, then most advertisers will find it necessary to curtail their use of engravings considerably. There is no question but that this can be done by many advertisers without serious disadvantage. Some of us have been too liberal and thoughtless—call it extravagant — in ordering engravings. We'll have to trim our requirements to the bone. This will mean making the old cuts do, keeping the size of cuts down and dispensing with them altogether, wherever it can be done without serious sacrifice. If we have been getting some of our engravings too cheap, that fact does not afford justification for going to the other extreme."

MARKETING is assured, however, that some of the "errors" which have become apparent with shortly be adjusted.

❦ ❦ ❦

"At the Apex" is the title of a beautifully printed booklet just issued by the Ottawa *Citizen*, getting its name from the triangle of which Ottawa is the apex and Montreal and Toronto at the base. It contains some splendid pictures and many facts about the city and the *Citizen* which should prove of great interest to advertisers. You may secure a copy of the booklet by writing for it.

❦ ❦ ❦

Co-operative Paint Campaign to Start at Once

As we go to press word comes that at a meeting of the Canadian Paint, Oil & Varnish Association held in Montreal a few days ago, it was decided to go ahead with a national publicity campaign. A committee composed of Messrs. Henderson, of Brandram-Henderson, Misson of Sherwin-Williams Co., Black of Martin-Senour Co., Mihell of Imperial Varnish & Color Co., and Poole of McArthur-Irwin Ltd. was appointed to direct the campaign.

The initial expenditure is to be about $15,000, which amount is already subscribed. Both consumer and trade mediums will be utilized to popularize paint and kindred products, with the object of creating a bigger volume of business in mixed paints, specialites and varnishes, and giving the trade as much assistance as possible. Details of the campaign are now being worked out.

McConnell & Fergusson have secured the account.

An Evidence of Service

The London Free Press gives superior service to the majority of the people in Western Ontario through its classified columns—filling their wants, big and little.

The London Free Press carries more classified advertising, at double the rates of the next paper.

This is evidence of exceptional service to all advertisers. It shows that the people themselves recognize the Free Press as the best advertising medium. It shows a clientele of advertisement readers—of people who respond to advertising.

Under no other circumstances would it be possible to maintain so large a volume of classified advertising at the rates charged. Leadership in classified patronage is a significant endorsement of advertising value.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

The territory in which the London Free Press is so influential is to-day more prosperous than ever before.

The Canadian Countryman

Toronto Saturday, January 9, 1915

THE LATEST CHAMPION MILKER: HOME MADE

The Annual Dairy Number

of Canadian Countryman will be issued under date of March 29.

Our Dairy Number last year was the biggest issue we have ever turned out This year it will be still bigger and better

The cover will be in two colors The program of editorial features includes important articles by foremost authorities, and well illustrated, on every phase of the dairying industry. The whole issue will be an important pronouncement on the problems of the farmer engaged in dairying.

Special emphasis will be laid on modern dairy barns and all kinds of modern equipment — Milking machines, cream separators, gasoline engines, tractors, silos, litter-carriers, steel stalls and stanchions, cement floors, water systems, lighting systems, feed grinders, feed trucks, ensilage cutters, etc. An article on "Construction and Equipment of Dairy Barns" by E. S. Archibald, Dominion Animal Husbandman, and one by Geo. W. Muir of the Department of Animal Husbandry, Ottawa, on "Milking Machines," are samples of the sort of material we are planning on the subject of equipment.

For the advertiser of equipment for the dairy farm, our Dairy Number offers exceptional advantages. For advertisers of general lines, also, it will have unusual value.

Copy and instructions for the Dairy Number will require to reach us by March 19.

The Canadian Countryman

Goodyear Bldg., TORONTO

Member A.B.C.

Toronto Globe's 75th Birthday

Anniversary Issue Reviews Interesting History

THE *Toronto Globe* reached its 75th anniversary on March 5th, and celebrated the occasion with an Anniversary Supplement to its regular edition. A unique feature of this "special edition", not without its significance to advertisers who are so frequently asked for "contributions" on similar occasions, is that the entire Anniversary Edition of *The Globe* is devoid of advertising. Not a line was solicited.

Many highly interesting facts and reminiscences are recorded. When the relatively brief political history of the Dominion is considered, three-quarters of a century is a long period of continuous publication. It was in a period of political turmoil that *The Globe* first saw the light of day. George Brown had come from Scotland to New York in 1843. Business brought the young man to Canada. The political situation in this young country caught his fancy. He was drawn into public affairs, and in less than a year he decided to found a newspaper.

When the first weekly issue of *The Globe* appeared on March 5th, 1844, the population of Toronto was less than 20,000, and settlement even throughout the southern part of Ontario was sparse. There were few roads. The pioneers had all they could do to hew out homes for themselves. Mails were dispatched over trails, and by boat. With the energy of a twentieth-century circulation manager Brown managed to extend the influence of his new paper to what were then the most remote parts.

In Toronto itself business was carried on under primitive conditions. The telegraph or telephone had not arrived. There were no typewriters. Business men walked to and from their work, and they counted their money in shillings and pence. There were no railways, and long journeys could be made only in winter over ice and snow. As for the newspaper itself, its first number was produced on a small hand-press with a capacity of sixty papers per hour.

Yet so popular did *The Globe* become through its vigorous championship of the rights of the people that before many years it was decided to change it from a weekly to a semi-weekly; then to a tri-weekly; and in 1853 it was first issued as a daily newspaper. *The Globe* had to meet the opposition of the entrenched classes of privilege, and financial embarrassment threatened Brown more than once, but he proceeded in his crusade. Elected to the old Parliament of Canada, he became one of the leaders of the Reform party, and it was largely through his efforts in the sixties that Confederation was consummated, and the Dominion of Canada emerged as a self-governing nation with a parliament representative of the people and a cabinet responsible to the people. That is now more than fifty years ago, and in that last half century *The Globe* has continued as a most important newspaper influence in Canada.

In the old days *The Globe*, like all other newspapers of that time, was bitterly partizan. Problems were so grave and conditions so grievous that no public man or public newspaper could have faith or belief in anyone holding an opposite opinion. The present breadth of view in dealing with an adversary did not prevail. To the everlasting credit of *The Globe* it may be said that no matter how bitterly it had assailed its enemies in the early days of its existence, it was the first great daily in Canada to introduce the full and fair news reports of the doings and meetings of the opposite party. Political leaders, differing from *The Globe*, have at various times commended its fairness and enterprise in this regard And yet at no time has *The Globe* sacrificed that sturdy championship of its cause, or of its friends, which was its outstanding feature in George Brown's time.

It has not relied solely upon its editorial functions to give it this prestige, but has kept pace with every advance in its newspaper business. From time to time its enterprise placed it ahead of its competitors born in more modern days. In the Spanish-American War it was represented by its own staff reporters; to the South African War it sent two staff men. On every great news occasion it has given efficient proof of enterprise. At the same time its domestic and American news services have been at all times so complete and reliable and so impartial that it has occupied a unique position as an authority. Up to the time of the present war *The Globe* was in the forefront of all modern newspaper enterprise, and from the day that war was declared *The Globe* consolidated its news prestige by arranging for the most extensive exclusive cable services in Canada. The result was that, while its circulation in 1914 was far in advance of any other morning newspaper in Canada, it was able during the war to increase that circulation substantially though subscription prices were raised. By the end of the war its subscribers numbered near the 90,000 mark.

In a signed statement W. G. Jaffray, President, emphasizes the present-day necessity of adequate finances if a newspaper is to live up to its responsibilities to its readers and advertisers. "The capital required to install a newspaper plant on the old days," he says, "was very small.

"The capacity of the hand press used by The Globe Printing Company in 1843 was only sixty eight-page papers per hour, and it would have taken that old-time press 104 days, working every day the full 24 hours, to turn out one hour's product of the presses now used by The Globe, the capacity of which is 150,000 papers per hour. This is only one example of the remarkable progress of the printing art, which makes it evident that a daily newspaper has not been kept abreast of the times without a great increase in the capital employed.

"It costs over $2,400 per day to produce The Globe. This amount has to be found, and something more for interest on capital. It is obvious, therefore, that a newspaper must earn money, and a goodly amount thereof, to meet its daily expenses. If to make ends meet, and something more, is necessary to every successful enterprise, it is particularly necessary in the newspaper business, because the daily paper is entrusted with the guarding of the public interest as well as the influencing of public opinion. Such great responsi-

hility can he successfully undertaken only hy that newspaper which rests upon a firm foundation.

"If handicapped by deficits and debts, sooner or later it is in danger of falling into the hands of or hecoming the prey of those who will use it more or less against the puhlic welfare. Therefore, in the interest of the people as well as of the owners, a surety of moderate success should attend the business side of a newspaper. The Globe, thanks to a generous public and a most loyal staff, has heen during a generation a steady though moderate earner of profits."

Kirkwood Leaves for London

John C. Kirkwood is leaving for England on March 24th to take charge of publications and publicity for the Federation of British Industries, a large and influential organization of British manufacturers to promote export trade.

Mr. Kirkwood has heen well known and highly esteemed in Canadian advertising circles for many years past. He was identified with the Maclean trade publications twelve to fifteen years ago, leaving there to go to England to join the advertising department of the Harmsworth (now Northcliffe) publications. He returned to Toronto seven years ago to establish the Canadian hranch of the J. Walter Thompson advertising agency—since become Smith, Denne & Moore. For several years past he has done special service work for various advertisers and publishers, addressing organizations of manufacturers and retailers on sales topics, and preparing several books.

The transfer of his activities to England will be regretted by many friends, who feel that Canadian sales and advertising circles are losing one of their best, at the same time recognizing the compliment that the foremost British manufacturers should come to Canada for the director of their export puhlicity.

On the night of March 14th a party of friends in advertising and puhlishing circles in Toronto gave him a farewell dinner and presentation.

Crosse & Blackwell and E. Lazenhy & Sons, the two largest pickle, sauce and sundries manufacturers in Great Britain, have amalgamated and taken into their organization James Keiller & Sons, the well-known marmalade manufacturers. Messrs. Cadbury Bros. and J. S. Fry & Sons, cocoa manufacturers, have also amalgamated. The purpose of these amalgamations is frankly stated to be for the better development of the export markets.

A feature of the reports of many public companies in Great Britain, issued during January, is the announcement of increased capital for the purpose of extending export trade.

Albert Highton, for some years one of the editors of the New Standard Dictionary and Literary Digest, recently joined the advertising staff of the American Writing Paper Company, Holyloke, Mass. This company issues a mimeographed bulletin of many pages every ten days, dealing with company matters and general husiness information, for its executives.

The Power of Attraction

Magazines, like individuals, must enliven their dress from time to time in order to keep pace with the fashions.

That something new and exclusive for which we are continually striving is what lends distinction wherever applied.

So with the COURIER, little distinctive improvements have been embodied to make it the best reading value, 26 times a year, for $1.50.

March 1st issue represents a number of pleasing changes in the COURIER, the cover designing is, and will continue to be, a strikingly agreeable change. Substitution of fine calendered stock for half-tone news, flat bed printing for rotary, and general typographical arrangement of pages throughout, with further changes for betterment under contemplation, are sure to enhance the value of our columns as a medium in which to use space.

50,000
Satisfied Readers

are waiting for your message, and they are sure to be responsive to your call.

Listing the COURIER on your appropriation will be justified by the results obtained.

The Canadian Courier

Members A.B.C.

Published Fortnightly. Forms close every other Monday.

HOME OFFICE, Toronto, Canada
WHITING SPECIAL AGENCY 373 Fourth Avenue, New York
ARCHER A. KING, Inc., People's Gas Building, Chicago

The Logical Medium

for every buyer of newspaper space is one having a circulation not established on a competition basis or other means often employed to secure subscribers for effect.

THE NEWS RECORD

(KITCHENER)

has an **Audit Bureau distribution.** It covers the city of Kitchener, Waterloo and the adjoining towns, and carries the largest volume of advertising. In proportion to population few papers enjoy as liberal patronage.

A Good Barometer of Business Conditions in Western Canada

Month of February Shows a Great Advertising Record

The total paid advertising carried by the Manitoba Free Press for the month of February, 1919, was:

912,535 Agate Lines

A QUARTER OF A MILLION LINES GREATER THAN THE SAME MONTH 1918

	Agate Lines
Total paid display advertising . . .	651,345
Total paid classified advertising . . .	261,190
Total -	912,535

The gain in paid display over February, 1918, was 163,426 Agate Lines, and the gain in paid Classified 86,891 Agate Lines.

A Total Increase of

250,317 Agate Lines

81,997 NET PAID

Circulation for six months ending Sept. 30th, 1918.

Any advertising Agency or our Toronto Representative, E. J. Guy, 302 Royal Bank Building, will be glad to give you all further desired information respecting the Free Press and its field.

Manitoba Free Press Co. Ltd.

WINNIPEG, MAN.

Doesn't Appreciate the Necessity for Audited Circulation

THOSE of our readers who may not have appreciated the necessity for auditing the circulation records at regular periods, and in accordance with uniform standards, may be interested in the following correspondence. In sending data for the 1919 edition of Lydiatt's Book one daily newspaper publisher remarked:

"There is one objection I have to your directory, and that is the amount of support you give to the Audit Bureau of Circulation. It seems to me that to employ this organization simply involves my spending money to prove that I am not a perjurer. We keep accurate account of our circulation figures gross and net, and when I take an affidavit as to net paid circulation I am fully conscious of what that affidavit means. Support by the publishers for the Audit Bureau of Circulation in my opinion is simply declaration by these publishers that their affidavit or the affidavit of the average newspaper man is not worth the paper it is written on. That is an implication to which I have strong objection. I believe that if net paid sworn figures of circulation were examined all over the country by an auditor, he would find that they were as true a representation of actual figures as it is humanly possible to make them. Newspaper men as a body are neither crooks, perjurers or liars, and they certainly should not be expected to pay out good money to prove it. In this connection, if you will look over the situation in the U.S.A., I think you will find that the number of papers which have fallen for the Audit Bureau of Circulation is relatively very small. The Canadian newspaper seems to fall much easier. And you know, of course, that the A.B.C. is not making any marked progress in the U.S.A. That is only to be expected. The principle on which it is founded is fundamentally unsound."

And the following is from our reply:

"The data as published in Lydiatt's Book is not arranged with any idea of boosting the A.B.C., but to give to advertisers the kind of information they want. That is what has made the book a success. Nevertheless, if it is any boost to the A.B.C. I am content, because I strongly endorse the purposes and accomplishments of this Bureau. The movement has my endorsement because I believe it is a great advantage to the advertiser, and, therefore, of advantage to the publisher, not merely to have circulation figures audited—but more particularly to have the circulations of all publications measured by the same standard. While you may keep an accurate record of your circulation figures, and although many other publishers have done so and have enjoyed the confidence of many advertisers in the accuracy of these figures, your own and other newspapers have suffered by the inaccuracies of other publishers, which are frequent enough to create lack of confidence on the part of advertisers in any figures which have no sponsor other than the publisher himself.

I recognize that this situation has been changing in recent years in some degree, but if you will forget some of this history, and overlook the element of suspicion which you consider reflects on a publisher's honesty, I think you will realize that audited circulations are a distinct advantage to all concerned.

It does not imply suspicion of dishonesty that auditors regularly go over the books of the banks and other financial institutions to check up inaccuracies and to see that records are kept in established order. The fact that there is an established order for keeping these accounts builds confidence in the institution.

It does not imply suspicion of dishonesty if when I get a bill from my printer for 5,000 letterheads one of my clerks checks the bill to see that the 5,000 letterheads were duly delivered in the office. That is a matter of ordinary business procedure. In every well-conducted business office all invoices are checked against the goods received to show that no mistake has occurred. I do not find firms complaining that this checking of their deliveries implies that they are dishonest. Why should there be any such reflection, then, when the buyer of advertising space wishes to adopt some means of checking deliveries of circulation?

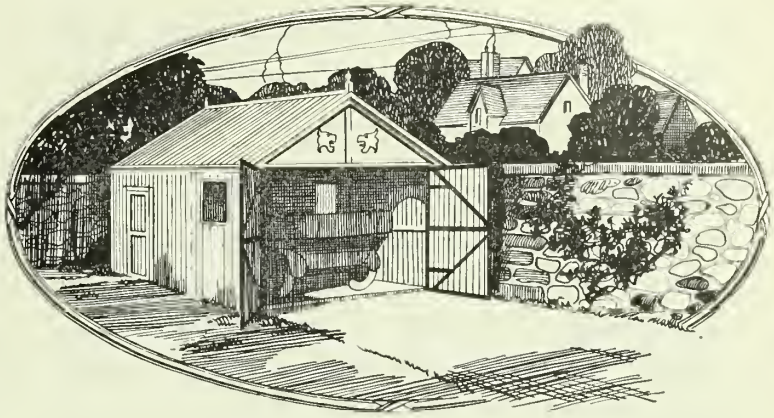
Probably it has not occurred to you that circulation is perhaps the only commodity for which many firms pay out large sums of money and which commodity is not delivered in their own office where they can check it. If goods are delivered in my office I may not check the bill because of the consciousness that I *can* check it if desired. The buyer of advertising does not have the same privilege—despite the offer of publishers to permit any advertiser to come into their offices and check over their records. Such a procedure is manifestly impossible in the majority of cases—involving more time and expense than would be justified by the amount involved.

The audit movement has been a splendid one for the advertising business because it has injected an element of confidence, the absence of which I think has retarded the development of advertising. Essentially it is a co-operative movement between publishers and advertising buyers to establish a standard by which the value of all mediums in the same class may be measured by the same standard. By placing the burden of the expense on the publishers it is fairly apportioned among all advertisers, because logically the publishers' expenses must be absorbed in the rates charged to advertisers. It would not be reasonable to ask any one or any group of advertisers to go to the expense of auditing the list of publications they use, when such an audit would be of proportionate value to all other advertisers using those periodicals. Originally this matter of cost was an objection on the part of many publishers, but they themselves overruled it a year or two ago, after going into the situation very thoroughly—at the time the rates to publishers were increased.

Looking at it from the standpoint of the individual publisher, it seems to be a distinct advantage to be associated with such an organization. In many cases the work of the auditor has resulted in savings in the pub-

Advertising Pedlar's "Perfect" Products

PEDLAR'S "PERFECT" METAL-CLAD GARAGES



THE Pedlar People, Limited, of Oshawa, manufacturers of Pedlar's "Perfect" Sheet Metal Products, naturally selected an advertising agency which they had reason to believe would be capable of rendering "perfect" service.

The fact that we have been looking after Pedlar advertising continuously for several years is pretty conclusive evidence that our service has proved its worth.

We are certainly proud to number this company among our clients, because it is pleasant to know that the products we are called upon to advertise for them are of a quality that leaves nothing to be desired.

Recent additions to our staff enable us to welcome new business without any diminution of service to our older clients.

Norris-Patterson Limited

Advertising Agency

10 EAST ADELAIDE STREET, TORONTO

TELEPHONE MAIN 6646

Advertising in Photograveur

has been so successful as to oblige many American publishers to instal costly equipment to meet advertisers' insistent demands for it.

Heretofor the beautiful and distinctive effects which are made possible by the photograveur process have not been available in Canadian publications. But after some months of preparation we have arranged to run a special Photograveur Section in the Canadian Home Journal, which will include a limited number of pages of advertising.

The special interest which this section will command will lend added value to the advertising appearing in it. There is no expense for special plates. The effects possible, and the rate charged, combine to make this an advertising feature of exceptional value. Watch for it.

Beginning in the APRIL

Canadian Home Journal

71 Richmond St. West,

TORONTO

New York: WHITING SPECIAL AGENCY, 373 Fourth Ave.

MARCH Circulation was 39,000 Copies

lisher's office more than equal to the cost of the audit. Then the circulation of a publisher's report among the large advertisers and agencies is a valuable service to the publisher, and bas resulted in creating a mucb more satisfactory feeling among advertising buyers. I am satisfied that publishers would have had much greater difficulty in maintaining their volume of advertising during the past few years in the face of necessarily increased rates, had it not been for this better feeling among advertisers that they now had a dependable standard by which to weigh the value of the different publications.

The audit movement has also in some measure resulted in diverting advertising which formerly went to less worthy publications into mediums which, through A.B.C. reports, showed that they were rendering a service which the advertiser desired.

I am sure you will admit tbat tbere are some crooks in the publishing business, just as there are in all other businesses. The question wbicb bas bothered the advertiser is, "Wbere are they?" To a considerable extent audits have enabled him to find out —though this does not imply that ALL publications which are not audited are classed as crooks. But tbere is a growing feeling that tbe publisher who does not have his circulation audited is either foolish or crooked—so strongly is the endorsement of the work of the A.B.C. among advertising buyers."

What is a Fair Price for Newspaper Space?

EDITOR MARKETING:

"We are contemplating an increase of advertising rates in our paper in view of the high cost of publishing a newspaper, but do not know what should be a minimum rate. We feel that cost of publishing and profit desired by individual publishers should not be the only consideration in the framing of a rate card if advertising is to be ranked among business propositions.

It seems to us that selling advertising space is much like selling any other commodity, and that prices largely depend on the market and demand for it, especially in the field of national advertising, but after some enquiries we find that newspapers sell their space at all kinds of prices for the same circulation. There's no doubt that the moral value of the paper adds proportionally to the value of advertising space, and that a circulation in the county of Prescott may be worth more or less than the same in Kingston, but there seems to be no tendency to standardize.

Has not this problem been worked out on a scientific basis? If so we hope you will be kind enough to advise us. I am sure this topic would interest a good number of the readers of Marketing."

Our correspondent has brought up a question regarding which there are varying and probably irreconcilable points of view. To some advertising buyers the only "fair" price is one which is lower than anybody else gets the space for. And there is the occasional

publisher whose idea of a fair price is to meet the demands of the advertiser as far as he has to, which means an exorbitant rate to some and a ridiculous rate to others—though almost any rate for advertising in such a publication would be too high.

The price problem has not been worked out on a scientific basis, so far as we are aware—if such working out is possible. As with most commodities, not subject to monopolies, a fair price for newspaper space should be a nice balance between reasonable cost and average demand, with this difference—that price adjustments to demand cannot be made as readily as in many lines of business so long as the contract system prevails.

Some years ago there was a more or less generally recognized standard which placed the "value" of newspaper space on the basis of 1-7 of a cent per line per thousand of circulation. Probably this was arrived at by taking the average of a large number of newspapers. But it could not be called a fair rate, unless the willingness of most publishers to accept advertising on this basis determined its fairness. Since that time publishing costs have increased so materially as to place any such reckoning in the discard along with 15c. a dozen eggs, 12c. a pound meat, and $1 a day wages.

Nevertheless we find the average rate of the twenty-five leading Canadian dailies but very slightly above this figure. The rates of a few dailies still figure somewhat below the basis of 1-7 of a cent a line per thousand of circulation—which ten years ago was generally regarded as a "fair" rate. The higher proportionate costs of the dailies with smaller circulations necessarily makes their rates average somewhat higher. Yet the average prevailing in Canada at the present time is only a fraction over the 1-7 of a cent per line or .02 per inch basis. There is, therefore, no reasonable basis for the argument, still heard in some quarters, that rates are becoming too high.

There seems no questioning the fact that the advertiser has for many years been the beneficiary of the unbusiness-like way in which the average publisher determined his rates. Space has been too cheap because the publisher did not know what it cost him—and was too prone to look upon advertising as so much found money. Generally speaking, publishers have been rather poor business men. They have sold their circulation below cost, and a great deal of their advertising space below cost, and have been able to stay in business only because of underpaid writers, printers and paper makers, or occasionally because of "interests" which were disposed to sink money in a publication. That day has definitely passed. The time has come when every publisher must reckon his costs more definitely, get more revenue from his circulation, and higher proportionate rates from his advertisers than have prevailed in the past. Otherwise the efficiency of his publication as an advertising medium will deteriorate.

Will some publisher attempt an answer to our correspondent's question? Or any reader who knows how to arrive at a "fair price" for newspaper space? The question is open for discussion.

❦ ❦ ❦

The Gutta-Percha & Rubber Co., Ltd., is advertising Maltese Cross Tires through the E. Sterling Dean Agency.

S·D&M LIMITED

Action To-day Means Leadership To-morrow

LEADERSHIP in the Canadian market of to-morrow will fall to those who are wise enough to grasp the opportunity of to-day. Just as the American manufacturer starting sixty years ago has established himself beyond the reach of competition, so the Canadian manufacturer or merchant of to-day may secure the permanent leadership in his field, if only he has the courage and the foresight necessary to accomplish it.

The forward-looking manufacturer, who is building, not for to-day only, but for the time to come, will take these things into consideration.

We want to talk to those executives who are eager and enthusiastic for the future of their business—who have ambitions, not simply to maintain their sales, but to raise their house to a Canadian institution, the foundations of which rest upon public good-will and public demand—which are the sole result of constant and well-directed advertising.

Smith, Denne & Moore

Limited

General Advertising Agents

Toronto
Lumsden Building

Montreal
McGill Building

NEW YORK LONDON, England PARIS, France

BETTER BUSINESS EQUIPMENT

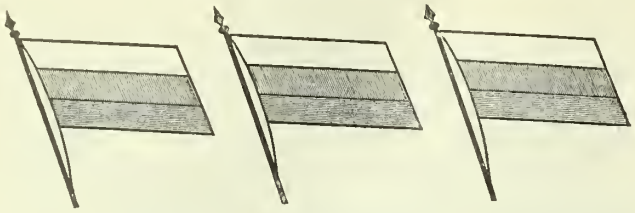
Write for printed matter to

Elliott Addressing Machines
Barrett Adding Machines
Standard Envelope Sealing Machines
Standard Stamp Affixers
"Kardex" Visible Indexing Systems
"Efficiency" Filing Devices and Office Desks
Vortex Office Individual Drinking Cups
Office Supplies, etc.

THE A.S. HUSTWITT Co. STATIONERY SPECIALTIES

42 Adelaide St. West, TORONTO

Advertisements in Colors



The flags of Russia, Bulgaria and Bolivia look the same when shown in black and white. Color prevents the confusion of these flags, and color in your advertisements prevents confusion in the identification of your goods by the consumer.

Familiarize the public with your package or trade-mark by showing it in its true colors on the cards of the Canadian Street Car Advertising Company Limited.

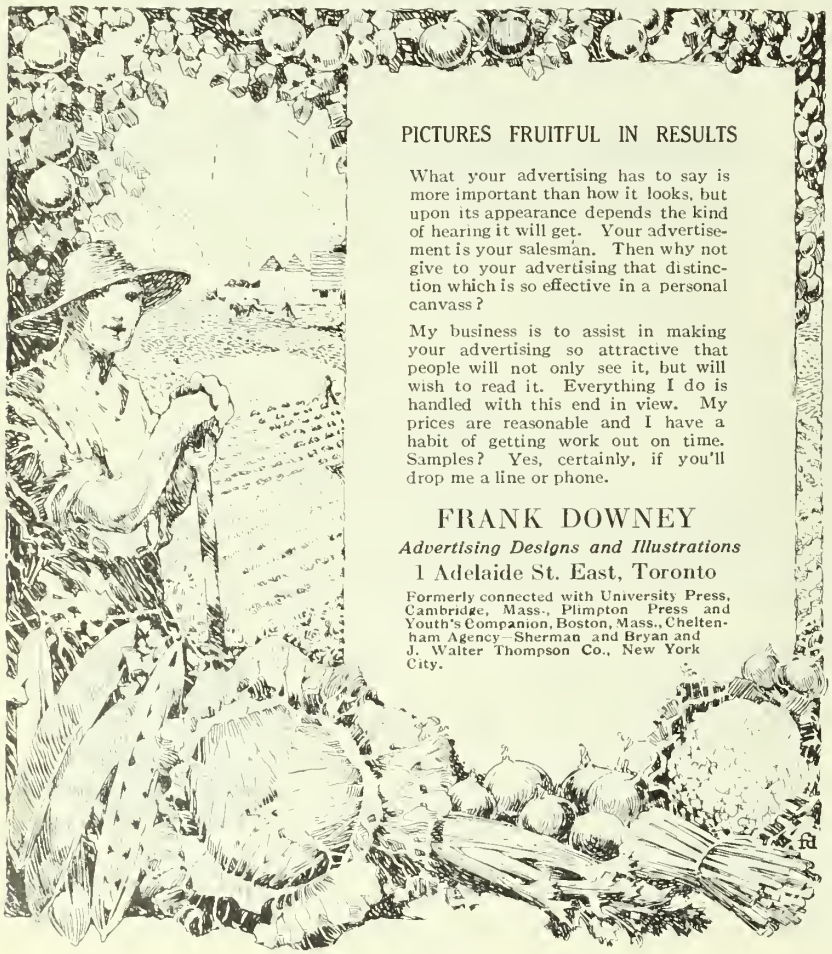
These cards are studies in color effect.

The foremost advertisers in Canada appreciate the advantage of our medium with its color displays, and the tremendous buying powers of its immense circulation.

Full particulars on request.

The Canadian Street Car Advertising Co.
LIMITED

WINNIPEG MONTREAL TORONTO



Why so Many Advertisers Prefer Saturdays

SCOTT & SCOTT
Incorporated
SPECIALIZED ADVERTISING
144 East 32nd Street
New York City
February 14, 1919

Editor,
"Marketing,"
Toronto, Canada.

Dear Sir,—

In your January issue you asked if anyone can explain why so many advertisers prefer Saturday issues of daily newspapers.

Of course, the obvious answer is that in localities where there are no Sunday newspapers, the Saturday issue has the benefit of two days' perusal, one of which is a day that affords plenty of time for reading.

As to how this works out in actual experience, we can say from the records of many years and of many clients, in mail-order advertising, that the obvious theory has proved a fairly reliable one.

On a newspaper published six days in the week, where there is not the Sunday paper influence, the Saturday issue will often prove worth at least one half more to the advertiser than any other issue of the week. The fact that there are so many more advertisements in competition with each other, seems to improve the situation rather than to weaken the strength of the advertising.

In the latter respect, the condition is something like that of a big central market. There are numerous competing tradesmen in such a market, yet all do well.

Yours very truly,
SCOTT & SCOTT, Inc.
Harry J. Wildenberg.

What are the opinions of other readers? Is there much Sunday reading of Saturday's dailies in Canadian homes? If the greater amount of advertising is actually an advantage to each advertiser, what becomes of the theory which makes next to reading matter so important? Would not "buried in advertising" then be a preferred position?—The Editor.

Veiled Hints

"The quality of Neilson's is not strained." Maybe not. But it would strain one's merciful inclinations to include this, as it appears in inch space in a number of publications, among the best ads of the month. It brings to mind the squib about the young lady soloist who strained her voice singing through her veil.

Advertising Matter by the Gallon

Advertising matter is now obtainable "by the gallon," according to an advertisement of J. Hungerford Smith Co. in Maclean's Magazine for March. "Four gallons Limo-Lemon Advertising Matter complete for $22.50." How can we dispense with this?

Hamilton-Carhartt advertising is now being placed through the Norris-Patterson Advertising Agency.

WHAT ADVERTISING HAS DONE FOR LIFE INSURANCE

(*Continued from page 78*)

new business or not. It would seem as if something in the nature of a house organ, or policyholders' paper, would be the most logical method of accomplishing this.

Many companies in the past have issued such a publication. While none of these have been notable from a mechanical standpoint, many of them have contained excellent editorial material. As a rule these papers have not reached their maximum efficiency, because of poor distribution. The common practice has been to send them out in quantities to the various branch offices and depend upon these offices to re-distribute them to the policyholders. Experience has shown that where this method of distribution has been followed the papers frequently failed to reach those for whom they were primarily intended.

To mail a publication of this kind direct to every policyholder every month would be expensive and would eat heavily into any company's advertising appropriation. But a policyholders' paper published quarterly and mailed to every policyholder direct from Head Office should not prove too great a burden and would prove very beneficial.

During the past couple of years three very creditable policyholders papers have been launched in Canada. They are all quarterlies, but only one of them is distributed direct from Head Office to all policyholders of the publishing company.

The press advertising of the companies which have adopted that form of publicity is primarily designed to interest prospective new clients, but it has been found that policyholders are more inclined to read such advertising than are those not already insured. This has a most beneficial influence in reducing lapses, because if the arguments advanced in the advertising are capable of convincing an uninsured person of his need for insurance, they must certainly be effective in selling to the person already insured the necessity of his staying insured.

Helps Secure and Retain Desirable Agents

Advertising of the right kind would reasonably be expected to help a life insurance company get new business more easily and at a lower cost. It would also be expected that it would have a tendency to make policyholders more persistent by keeping them sold. But experience has shown that advertising accomplishes in a big way something which is not so readily foreseen—something which is perhaps more vital to the growth and profit earnings of a life insurance company. The third advantage concerns the securing of desirable agents.

It is quite apparent to those having to deal with sales problems that a life insurance company is known by the class of men by whom it is represented in the different communities. The building up of an agency organization is the most difficult problem the management of a life insurance company has to face and anything which tends to reverse the usual practice of the company seeking the man, to that of the man seeking the company, is decidedly worth while. Such a condition enables a

Our New Package

the waxed board carton

Read what this advertiser says:

The lead package has served its purpose well for generations, but it was easily broken or torn, allowing not only a loss of tea from the package but exposing the tea to the air, odors and dust that it was so necessary to protect the tea against.

Our new package—the *waxed board* carton—is stronger, more secure and more completely air tight; altogether the best container for tea that has yet been devised.

THIS affords striking evidence of the *selling value* of a suitable package.

To have a carton which provides features worthy of emphasis in your advertising is an advantage sought by every enterprising manufacturer. A good package unquestionably has a strong influence on sales.

Tea packers are among the newest converts to the utility and economy of the board carton. We make many different styles of cartons, and set-up cardboard boxes for manufacturers of a great variety of products.

We would appreciate the opportunity of suggesting possible improvements in your containers.

RUDD

Paper Box Co., Ltd.

W. P. BENNETT, Pres.

372-376 Richmond Street West

TORONTO

Substantial Progress

The month of February furnished additional laurels to those that have already been bestowed upon the Journal Newspapers—The dominant advertising mediums at the Capital City, when the volume of advertising carried eclipsed that of the corresponding month of 1918 by a tremendous margin.

The following figures indicate the increasing popularity of the Journal Dailies as Result Producing Mediums.

Advertising Measurements—Agate lines

Journal Dailies	February 1918	February 1919	Net Increase
Local advertising...	260,204	309,778	49,574
Foreign Advertising.	101,654	179,396	77,742
Classified.....	24,626	29,596	4,970
Total	386,484	518,770	132,286

An increase of 132,286 lines over the corresponding month of 1918.

RESULTS COUNT—It is not circulation or rates which The Broad Gauge Advertiser considers to-day so much as RESULTS.

The Journal Dailies

MEMBER A.B.C.

OTTAWA, - CANADA

Toronto Branch Office: J. B. Rathbone, 95 King St. East.
New York: Chas. H. Eddy Co., Fifth Avenue Building.
Chicago: Chas. H. Eddy Co., Peoples' Gas Building.
Boston: Chas. H. Eddy Co., Old South Bldg.

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners. Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

company to sort out the wheat from the chaff—a process which in a very short time tremendously improves the calibre of the selling force.

A good salesman is a man of intelligence and appreciates that his success in selling depends largely upon the prestige and goodwill which the institution he represents enjoys in the territory in which he works. He is not slow to see the advantage of being associated with a company which is building up the desired prestige by conducting a sane, aggressive advertising campaign among the people to whom he is expected to sell his wares.

This effect of advertising which we had not foreseen has wrought a vast improvement in conditions in The Imperial Life. Whereas, in the early years of our history, before we had by advertising secured a place in the sun, we virtually had to take as agents the men the better known companies did not want, or we had to pay them more than they were worth. To-day we have a waiting list of highgrade men at all times available for any openings which we can offer.

A large number of life insurance agents are not under direct personal supervision of a company official. This is not conducive to intense, systematic work on their part. It has been found that direct mail advertising can be used to counteract the very human tendency on the part of agents to waste time. This is done by issuing mailing folders in series of three or four branch offices are mailed from the pieces. These direct to prospects whose names are supplied by the individual agents. The mailings are spread out so that they can be followed up closely and after the complete series has been mailed to a prospect the agent is required to call upon him for a personal interview and report back to his branch office. In this way a better reception for the agent is secured and he is kept working which is the most essential requirement to ensure his success.

Getting Co-operation of Sales Force

We frequently read about difficulty experienced by some concerns in getting from the sales force co-operation with the advertising departments. In fact, it would appear that in some cases the salesmen are openly antagonistic to advertising. This is a situation we in The Imperial Life cannot understand, because our advertising seems to be more popular with the agents than it is with the Company's directors.

WE SPECIALIZE IN

FOLDING BOXES

CONFECTIONERY BOXES MAILING TUBES

ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL

Quality and Service

Dominion Paper Box Co., Ltd.

TORONTO, Ont.

It would seem reasonable to suppose that an advertising man who hopes by advertising to influence the public to buy his company's wares should possess the ability to influence first the minds of the salesmen of his house who are to benefit by the advertising. The fact that The Imperial Life is to-day advertising in the press is largely due to the support the advertising department received from the agents at the time the advertising was started. During the first two years of our newspaper campaign the agents contributed a substantial proportion of the cost and thereby expressed to the management, in no uncertain way, their belief in the proposition. From the commencement of 1915 the Company has borne the whole cost of our general advertising and in addition, supplies newspaper plates, street car cards, illustrated lantern slides for moving picture advertising and other material of this kind to agents who desire to do local advertising at their own expense, and a considerable number of our men do conduct local campaigns of one kind or another.

When The Imperial Life launched in 1913 the first national newspaper advertising campaign for life insurance in Canada, the Company realized that it could not expect immediate results. So plans were laid covering a period of five years and a decision made to continue persistently for that time. And we have stuck to our guns in spite of war and circumstances of competition which offered at times a great temptation to change.

Impression Created by Concentration of Advertising

Notwithstanding conditions which everyone in the business expected would seriously impede the growth of life insurance during the past few years, including the fact that war conditions made uninsurable a vast proportion of the field from which business would be expected, the life companies in Canada have grown as fast as they could afford to grow and, except for a heavier mortality experience, have prospered greatly. The advertising which the different companies have carried on has undoubtedly done much to bring about this desirable condition of affairs, and we in The Imperial Life are just conceited enough to believe that we are primarily responsible for newspaper advertising having been undertaken, because we led the way at a time when the tendency was to refrain from entering upon any unchartered seas.

Now just a word in conclusion. The impression prevails that the Imperial Life is a larger advertiser than other companies. This, however, is not the case. Our appropriation for advertising is based upon a percentage of the premium income. This percentage is not appreciably higher than it was 12 years ago, nor is the amount spent by the Imperial as large as that spent by some other companies. In fact, one Canadian company spends three times as much. We have created the impression of being large advertisers by concentrating our advertising efforts. Perhaps there is a suggestion in that for some of you who are engaged in other lines of business.

❦ ❦ ❦

Tuckett's Limited, Hamilton, are doing some introductory advertising for Old Squire Tobacco, through Smith, Denne & Moore, Ltd.

Galt Board of Trade

Has launched campaigns for 1919.

A Membership campaign was advocated and as a result the board has delved into plans for the future welfare of the city.
Advertising Galt and grappling with the reconstruction problems will be the chief items.

Galt will be boosted

WILL YOUR PRODUCE BE ADVERTISED IN A BOOSTED COMMUNITY?

GALT DAILY REPORTER

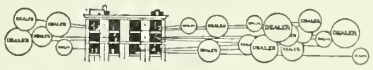
The only Daily Newspaper in South Waterloo

APPLICANT FOR MEMBERSHIP A.B.C.

There is Safety in Numbers

If you sold all your goods to one man—that man would own you and your business.

If you sold to ten dealers, you could sleep some nights without worry or fear.



If you sold to one hundred dealers, you could be more independent.

IF you sold your goods under your own trade mark to the thousands of Canadian women whose wishes command all dealers you would be as independent as the makers of Ivory Soap, Skinner's Satin, Cheney Silks, Lux, Goodyear, and other similarly well-known articles.

You can reach the greatest number of these women through

Canadian Butterick Quarterlies

Bought by Canadian women in the stores where they do their shopping.

For rates, etc., write:

Manager Advertising, 53 Yonge Street, Toronto.

E. ST. ELMO LEWIS

PERSONAL COUNSEL FOR EXECUTIVES

Reports on Sales, Advertising and Marketing Organizations; on Plans, Performance, and Possibilities.

"The Lewis Bulletins," issued Semi-monthly, free to Executives.

317 FIFTH AVENUE
NEW YORK

Let Us Do Your Illustrating

We have a most efficient staff of Photographers and Commercial Artists. Our Illustrations are selling thousands of dollars of merchandise. We give the maximum of service, our work is thorough. Satisfied customers will testify that "our drawings draw business." Let us advise with you how to obtain the greatest results from your advertising appropriation large and small.

R. W. MENZIES & CO.
MAIN 2210
Photographers and Artists
325 Crown Office Bldg.
Queen and Victoria - TORONTO

Statistics Salesmanagers Needs

IT is often said that good salesmen are born, not made. That means to most people that personality can defy and over-ride adverse market conditions. I disagree emphatically, unless it is meant that in rivalry for a given amount of trade amongst order-takers—order-takers and not sales-managers—the most aggressive or agreeable personality wins. Every successful manager of sales goes through the unconscious process of asking himself questions as to marketing methods. As yet, however, few of them in this country sit down to a deliberate and exhaustive survey of the matter such as I suggest in the following questionnaire:

About an old or new market for an old or new commodity, I want to be continuously informed on the following points.

a. Population figures.
   1. Racial predominance.
   2. Percentages of other racial stocks.
   3. General literacy or state of public education. (A very vital point in advertising, display methods, personal approach, etc.)
   4. Predominant employment, whether industrial, agricultural or mercantile.
   5. Percentages of other vocations and professions.

b. Purchasing power per capita.

c. Character of banks, whether liberal or conservative.

d. Merchandising customs.
   1. Character of stores, whether department stores or shops or other sales methods.
   2. Payment habits, whether by cash or credit predominantly.
   3. Local delivery requirements.
   4. Use of sales floors or warehouses. (That is, do the merchants put the greater part of their stocks in one place or the other; some display only a few samples and deliver from warehouse.)
   5. The use of advertising mediums and outside solicitation.

e. Banking facilities.
   1. Are the banks primarily absorbed in financing crops or factories?
   2. Are they generally conservative or liberal? (This has a bearing on the individual purchasing

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

Co-operation and Honesty have in two and one half years built up the finest Envelope business in Canada, also a fine foundation for what we expect will some day be the largest. We Lead in Quality and Service

TORONTO ENVELOPE CO. Limited
115 Adelaide St. West, Toronto
MANUFACTURERS TO THE TRADE ONLY

ability if ready money awaits the marketing of crops or can be borrowed in anticipation of them.

3. The extent to which banks or other financial agencies accept mortgages on real estate. Liberality in this respect creates more fluid conditions of purchasing power amongst the public and stabilizes local conditions.

f. Transportation facilities.

1. What water, rail and trolley lines exist and carry package freight. (On this question hinges much of the marketing problem in the smaller commodities since they are readily distributed over a wide radius from warehouse centres.)

These questions might be elaborated or modified according to the commodity involved. They are suggestive mainly of an attitude of respect for the facts in the case. Certainly they can not be neglected by a manager who must reduce to a minimum the overhead costs of failure. *From an address by B. S. Cutter, Chief of U.S. Bureau of Foreign and Domestic Commerce.*

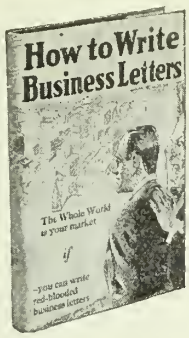
Roy W. Johnson has been appointed advertising manager of Ames Holden McCready Ltd, Montreal.

A. J. Denne, of Smith, Denne & Moore, is on a business trip to England with Harold F. Ritchie, Manufacturers Agent.

Use Your Gillette

That of the millions of safety razors which have been sold thousands are not being used, is said to be the reason for recent educational copy run by the Gillette Safety Razor Company.

Recognizing that having its product idle was not helping any, the Company recently conducted a campaign to put these sluggard razors to work. In some cases the purchaser had not got on to the knack of using it right, so demonstrators were sent around the country to show men how to get good service out of their Gillettes. Educational advertising was run in the newspapers of the city during the time the demonstrators were working.



How to Write Business Letters

This practical book was produced after careful analysis of more than 1900 letters—some unusually successful, others partially so, and some failed of their purpose. This book tells why they were successful or why they failed.

How to Write Business Letters takes the actual everyday correspondence you receive and shows you specifically how to answer it with the best results. Shows you with reproductions of actual letters that have sold goods, collected accounts, increased trade and prestige for some of the shrewdest correspondents in America.

Here, too, are reproduced whole series of follow-up letters that have won countless dollars in additional profit. A careful reading of one of the series alone may give you new ideas for your letters worth thousands of dollars.

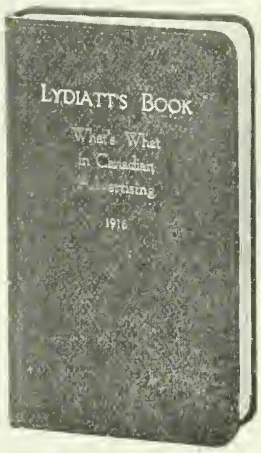
160 pages, 6x8½ in.

PRICE $1.50, including packing and carriage charges. Order from

MARKETING, 53 Yonge St., Toronto.

1919 EDITION NOW READY

Have You Ordered Your Copy?

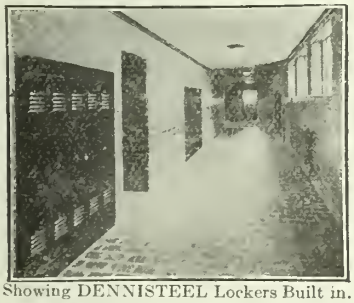


PRICE $3.00 A COPY

The book everybody now uses for reference and information. Provides a ready answer to questions about the Canadian market and advertising.

Descriptive circular on request. Order from

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto


Showing DENNISTEEL Lockers Built in.

Buy Steel Lockers, Shelving, Etc., by this Name

DENNISTEEL

Made in Canada

IT'S worth while paying a trifle extra to get the best obtainable. Our complete line of steel equipment for shop, store and factory is the best on the continent. We have been longest at this business and are in a position to give better service by putting in better material and giving a finer finish over superior workmanship.

Use our engineering department's services freely. Write for estimate on any proposition in our line. We are strictly "on the job" to serve you in

ALL-STEEL FACTORY, STORE AND SHOP EQUIPMENT, ORNAMENTAL BRONZE, IRON AND WIRE WORK,

COMMERCIAL WIRE WORK OF ALL KINDS, GENERAL BUILDERS' IRONWORK.

Halifax Ottawa Montreal Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton Calgary Winnipeg Vancouver

TRANSLATIONS
English into French

Advertising Booklets, Catalogues, Circulars, Posters, Technical Literature

Why not secure expert service at once? It saves time and trouble.

LEON A. ARCHAMBAULT
P.O. Box 135, Station B, MONTREAL.
Telephone Uptown 4044

Quality and Service
Multigraph Letters
Mailing Lists
Adv. Letters Written
Best Produced Anywhere
Addressing Folding Mailing
PHONE ADELAIDE 3313
HARRY EDWARDS & SON
E. BENNETT, Manager
152 Bay Street, - - TORONTO

The "R Shield" Watermark appears in these Standard Rolland Papers—
Superfine Linen Record
Earnscliffe Linen Bond
Empire Linen Bond
Colonial Bond
Mount Royal Bond

THE Pressman smiles because he gets the best results when he uses

SUPERFINE LINEN RECORD

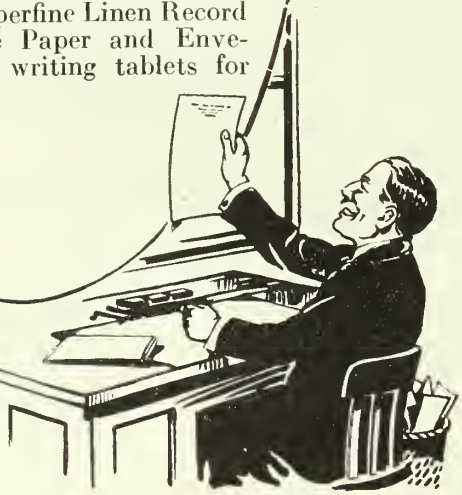
YOU too will be proud of your stationery lithographed or printed on it.

And don't forget, the recipient of your letter is pleased because you send your letter to him "well dressed." No business man likes a slovenly salesman—neither does he like a down-at-the-heel letter head.

A folder showing a sample of Superfine Linen Record with some excellent examples of letter heads gladly sent on request.

GRAND PRIX, PARIS, 1900

YOUR stationer can supply you with Superfine Linen Record in Note Paper and Envelopes and in writing tablets for private use.



Made in Canada by
The Rolland Paper Co. Limited
Montreal

Marketing Service Bureau

Readers are reminded that we undertake to furnish subscribers with information dealing with selling and advertising in Canada. During the past month we have been asked for data about business conditions in Canada, for a British subscriber; for particulars of publications reaching manufacturers, from a subscriber in New York; about mediums and means of reaching builders, from a subscriber in Ohio; for names of door-to-door distributors, from one of Toronto subscriber, and for rates of numerous papers from another; for data as to advertising of toilet goods in Canada, by still another; for particulars of books on certain phases of business by another; and to be put in touch with a manufacturers'agent by another.

We are glad of the opportunity to place at your disposal the many sources of information which must be known to a publication such as MARKETING—pass along answers to your questions which are frequently to be found in books and files of reference in our office (we have one of the most complete libraries of business books and data in Canada)—and to make enquiries, when necessary, of those able to furnish the information you desire.

For example, you may wish to know where you can get salesmen's portfolios, or certain advertising novelties, or be put in touch with a printer or engraver or artists equipped to turn out a certain class of work, or you may want to get the names of manufacturer's agents to represent you in Canada, or facts relative to the standing, circulation or rates of certain publications, in Canada or in other countries, or information about duplicating or addressing devices or other office equipment.

Inquiries are answered from subscribers only, without attempt to render any service available through a well-equipped advertising agency. No charge, except for investigations undertaken by special arrangement. Inquiries considered confidential, and information given in good faith. Answers to questions of general interest may be published without disclosing inquirer's identity.

You are welcome to any information we have or can secure for you, as a part of our service to you as a subscriber to MARKETING. So send along your queries.

New Owners of "News"

Changes in the control and management of the *Toronto Daily News* were effected at the annual meeting of the shareholders held last week. The paper has been taken over by a new independent company, headed by C. W. McDiarmid, who has been the business manager for a couple of years past. The statement that the Canadian Manufacturers' Association will have anything to do with the control of the paper is denied. That it will have no "entangling alliances" is emphasized by the new management. It is planned to publish a greatly improved paper.

The Toronto office of *La Presse* is now in charge of S. L. Rees, who has been connected with this daily for the past six years.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 24,339
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 6,228
One daily in big prosperous farming district, one of the best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,542
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,117
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 40,594
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

St. Thomas, Ont., TIMES-JOURNAL (E) 9,248
Only daily in St. Thomas or Elgin County. and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,097
Largest circulation in its trading territory. Oldest, largest and best medium.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service inCanada.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,805
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Advertising Rates and Up-to-date Circulation Figures

of all important Canadian newspapers, magazines, farm, trade, technical, religious and other periodicals; poster, street car, engraving printing and other costs; enabling you to buy to best advantage and check your advertising bills. Also more than 10,000 facts and figures about the Canadian market. In the new

1919
LYDIATT'S BOOK
"What's What in Canadian Advertising"
Now ready. Price $3.00.
Order from
W. A. LYDIATT, Publisher,
53 Yonge Street Toronto

When the Advertising Solicitor Calls

Do not waste time discussing circulation. Ask the solicitor for his A. B. C. report. The A. B. C. is the Dun or Bradstreet of advertising.

Every daily paper with more than 50,000 circulation in Canada is a member of the A. B. C. There are only six English and three French dailies with more than 10,000 circulation that do not furnish A. B. C. reports.

Magazines and agricultural journals are equally strong for "known values" in circulation.

There are six good advertising agencies in Canada that are members of the A. B. C. and receive full information direct from the office of the Bureau. They are equipped to give you the service to which you are entitled. Is your agency one of them?

A complete list of the A. B. C. members will be sent on application.

Audit Bureau of Circulations

Century Building
Chicago, Ill.

1211 Candler Building
New York, N. Y.

Leading National Advertisers use The Evening Citizen

AS a guide in planning your appropriation, it will be of interest to every general Advertising Agency and National Advertiser to know through what medium other National Advertisers have prospered in Ottawa. Below is a list of prominent National accounts using space—some exclusively—in The Citizen. Follow these leaders for best results.

Lipton's Tea
Red Rose Tea
Salada Tea
Anglo-Saxon Tea
Shredded Wheat
Kellogg's Corn Flakes
Dominion Corn Flakes
Krumbles
Postum Cereal Co.
Chisholm Milling Co.
Lake of the Woods Milling Co.
Western Canada Flour Mills Co.
McCormick's Biscuits
Century Salt
Klim
Borden's Condensed Milk
Carnation Milk
Bowes' Peanut Butter
Paris Pate
Fry's Cocoa
Baker's Cocoa
Chase & Sanborn Coffee
Royal Blend Coffee
Oxo
Bovril
Rose's Lime Juice
H.P. Sauce
Moir's Chocolates
Betty Brown Chocolates
Laura Secord Chocolates
Royal Baking Powder
E. W. Gillette Co.
Egg-O Baking Powder
Sunkist Oranges
Sunlight Soap
Surprise Soap
N.P. Soap
Cleanall Soap
Lifebuoy Soap
Comfort Soap
Lux
Infants' Delight Soap
Andrew Jergens Co.
Baby's Own Soap
Dodge Split Pulleys
O-Cedar Polish
Old Dutch Cleanser
Babbitt Cleanser
St. Lawrence Sugar
Atlantic Sugar
Canada Starch Co.
Sonora Phonograph
McLaggan Phonograph
Columbia Graphophone
Pathephone Phonograph
Phonola Phonograph
Berliner Gramophone
Babson Phonographs
Edison Phonographs
Fashion Craft Clothing
Fit-Reform Clothing
Society Brand Clothing
Semi-Ready Clothing
Blue's Wearbetter Clothing
Eastern Hat & Cap Co.
Wolthausen Hats
W.G.R. Collars
Cluett, Peabody & Co.
Tooke Bros.
Ford Motor Co.
Briscoe Motor Co.
Chevrolet Motor Co.
Packard Motor Co.
Scripps-Booth Motor Co.
Overland Motor Co.
Studebaker Motor Co.
McLaughlin Co.
Gray Dort Motor Co.
Chalmers Motor Co.
Reo Motor Co.
Saxon Motor Co.
Maxwell Motor Co.
Hudson Motor Co.
Dodge Bros. Motor Co.
Goodyear Tire & Rubber Co.
Goodrich Tire & Rubber Co.
Michelin Tire
Marathon Tire & Rubber Co.
Dunlop Tire & Rubber Co.
Stopglare Co.
Ceetee Underwear
Stanfields, Ltd.
Mercury Mills
Penmans, Ltd.
Holeproof Hosiery
Zimmerman Mfg. Co.
Dominion Chain Co.
Champion Spark Plug
Ovido Cigars
Bachelor Cigars
Nobleman Cigars
Davis Cigars
Peg Top Cigars
Black Cat Cigarettes
MacLean's Magazine
Literary Digest
Good Housekeeping
Country Gentleman
Pictorial Review
Babcock's Talc Powder
Gillette's Safety Razor
Gerhard Mennen Co.
Crompton Corsets
Waterman Fountain Pens
Calvert Tooth Paste
Beaver Board
Bishopric Wall Board
Waterous Engine Co.
Canada Cement Co.
Brandon Shoes
Ames-Holden & McCready
Blatchford Shoes
Hurlbut Shoes
Ramsay's Paints
Brandram-Henderson Paints
Wrigley's Gum
Canadian Chicle Co.
Canadian Chewing Gum Co.
National Elec. Heating Co.
Canadian Hotpoint Co.
Can. General Elec. Co.
Renfrew Elec. Co.
Salisbury Elec. Co.
And many others.

The Citizen restricts its advertising pages to only high grade merchandise and announcements of legitimate enterprises. You are always certain of good company when you advertise your product in the columns of the Citizen, as this paper maintains a higher standard in the acceptance of advertising copy than any newspaper in Canada. The Citizen does not accept Medical or Semi-Medical advertising of any description, wine, beer, liquor, or any other advertising of an objectionable nature.

Send for our latest book "At the Apex", it will give you the latest facts about the Ottawa field.

For Better Business in Ottawa

The Evening Citizen

Ottawa's Foremost Newspaper

Ottawa, Canada

Consider the facts—

Once again Everywoman's World breaks a record. MARCH, 1919, shows

50%

increase in advertising over March, 1918.

There must be a reason!

EVERYWOMAN'S WORLD

Canada's Greatest Magazine

TORONTO, CANADA

March Print Order 118,000, of which 106,000 go to yearly paid-in-advance subscribers—while the rate is based on an A.B.C. guarantee of only 100,000 per month—a bonus of 6 per cent. net paid to advertisers in our March issue.

It Multiplies Executive Power

How to dodge detail—avoid chafing detail work, and at the same time keep your fingers on the pulse of business activity—this, probably, is one of your hardest present-day business problems. If your desk is piled with an agglomerate of papers—if you can't classify and arrange each report, each important paper as it comes to your desk so you'll be able to get it again quickly—then detail's going to blur your vision of the big constructive affairs. The "Office Specialty"

EFFICIENCY DESK

was built for busy men who handle big affairs—men who count constructive thought a mighty business asset—who want to keep their fingers on the pulse of business, and yet insist on freedom from small detail.

In it you hold right at your fingers' ends important papers, the vital records that keep you in touch with the whole organization, *classified* and available for *instant reference.*

Whether you are the General Manager, Sales Manager, Ad man or Buyer, this automatic "private secretary" is on the job with you and for you every business hour, ready to get, surely and quickly, that very paper you want at a moment's notice.

If you want to know how an "Efficiency Desk" can help you to multiply your executive power by taking care of your detail, drop a postal in your mail basket to-night for complete information.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY

LABOR SAVING OFFICE DEVICES "Y and E" TIME IS MONEY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W. A. Lydiatt

A·McKim
LIMITED
ADVERTISING
AGENCY

THIRTY YEARS AFTER

In 1889, Mr. Anson McKim founded the first Advertising Agency in Canada.

Since that time, there has developed no reason for changing the fundamental policy of the business—a sincere and conscientious effort to make advertising more profitable.

During these years, A. McKim, Limited, has seen many of its clients rise to pre-eminence in their respective industries.

Thirty years after finds this company serving over 300 clients with Fidelity and Ability, and prepared to discuss with other advertisers the possibility of securing a greater return from their advertising investments.

Address correspondence to nearest office:

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a copy

APRIL 1919

$2.00 a year

Art in Knitting
MONARCH
Floss & Down

WINSOME

SEE PAGE 30

BOOK NO. 1

PRICE 25¢

Cover of the first Canadian Knitting Book designed and produced by
Southam Press Limited, Canada's Leading Color Printers, Toronto and Montreal

This Combination Covers Urban and Rural Canada

THESE two magazines, used in combination, will enable you to cover Canada most effectively and economically. These magazines dominate their respective fields.

MACLEAN'S MAGAZINE and FARMER'S MAGAZINE are two of the strongest consumer advertising mediums in Canada. That's a strong but true statement.

Big Increase in MACLEAN'S Lineage

The official records recently published in Printers' Ink showed that, of the March 1919 issues of all "general" monthly magazines in North America, MACLEAN'S, Canada's National Magazine, stood *second* in volume of advertising carried.

More than ever is MACLEAN'S Canada's Dominant Magazine. See how its advertising lineage has increased:

1918		1919	
January	13,772 lines	January	20,835 lines
February	16,035 lines	February	23,119 lines
March	17,310 lines	March	32,700 lines
April	23,615 lines	April	43,630 lines
	70,732 lines		120,584 lines

The first four months of 1919 show an increase of 49,852 lines over the same period for last year. There is a good reason for this decided increase. MACLEAN'S appeals to a definite class of people. It goes straight to the people of buying power in each community—it carries maximum sales influence at minimum cost to the advertiser. Results obtained for advertisers are responsible for increased lineage in MACLEAN'S. Over 70,000 copies of MACLEAN'S printed each month.

Big Increase in FARMERS' Lineage

FARMERS' MAGAZINE is Canada's National Farm Magazine — it dominates the Canadian Agricultural field. Advertisers recognize the fact—as witness the increase in advertising lineage.

The March 15th and April 1st issues of 1918, carried a total of 25,678 lines. The same issues for 1919 carried a total of 49,445 lines, an increase of 23,767 lines. And the 1919 lineage to date shows a decided increase over the same period for 1918.

1918	1919
Six issues, 71,080 lines	Six issues, 121,919 lines

This shows an increase of 51,839 lines.

To advertise in FARMERS' is to make sure of reaching the most prosperous and progressive farmers in each district.

A letter just received from an advertiser reports over 1,300 enquiries from a recent advertisement in FARMERS'—which is conclusive proof of reader interest.

33,000 copies of FARMERS' being printed each month.

100,000 FAMILIES

The use of MACLEAN'S MAGAZINE and FARMERS' MAGAZINE in combination will enable you to dominate urban and rural Canada.

Make this combination the basis of your national campaigns in Canada. Complete details upon request.

The Maclean Publishing Company, Limited

143-153 University Avenue Toronto, Canada

THESE ADVERTISERS USE

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

EXCLUSIVELY IN LONDON, ONT.

and scores of others

FIRST CHOICE IN LONDON

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Among the Favored Few in All Canada

THE importance of the London field in any Canadian selling campaign—and the predominance of the LONDON FREE PRESS in that field—is clearly emphasized in the analysis of advertising carried by leading Canadian dailies during January and February, as compiled by "Marketing."

Only the most favored papers in the biggest cities exceed it in volume of general advertising carried.

In proportion to population no other daily carried so large a volume of advertising.

Only six other dailies, all of them in larger cities, carried as large a volume of Food advertising.

Only eight others—all in larger cities, and some by publishing special editions—carried as large a volume of Automobile or Financial advertising.

Only five other dailies, all in larger cities, carried as large a volume of Toilet Good advertising.

Only one other daily carried an equal volume of Wearing Apparel advertising.

Only four other dailies carried an equal volume of advertising of Household Supplies.

Only three other dailies carried as large a volume of advertising of Cigars, etc.

Only seven other dailies carried as large a volume of Classified—the people's own advertising.

Among ALL Canadian Dailies

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Stands Third in the Popularity Poll

Of one hundred national advertisers who used space in Canadian dailies during January and February, more used The London Free Press than used *any* daily outside of Montreal, Toronto and Winnipeg.

This indicates that, in the opinion of the majority of Canadian advertisers, the *London* market is next in importance to Montreal, Toronto and Winnipeg. And that THE LONDON FREE PRESS is proved first in its field—and in most campaigns is used exclusively.

Ask any recognized advertising agency about the FREE PRESS and the rich, responsive market it serves.

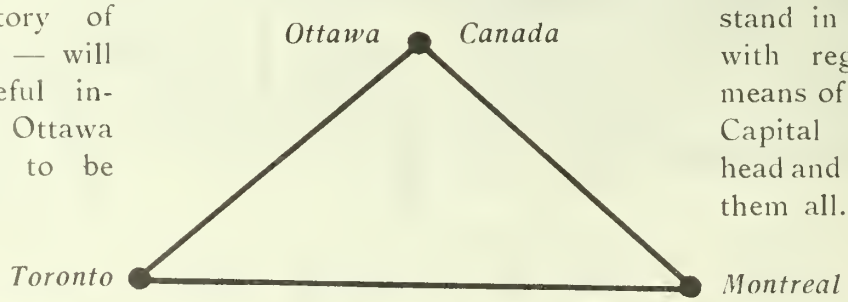
The Central Station, Connaught Square, Ottawa, Canada

At the Apex

A Talk About Place

A GLANCE at a map of Eastern Canada will show that its three principal cities—Ottawa, Toronto, Montreal—form a triangle with Ottawa at its apex. At the base—the cities of Toronto and Montreal—the largest cities in Canada—are more important in size and volume of business—but in its lofty and enviable position "at the apex," Ottawa occupies a niche of its own well worth careful consideration.

In fact the careful advertiser who wants to cover Canada thoroughly—or who wants to get a full measure of publicity in the important territory of Central Canada — will find upon careful investigation that Ottawa is a factor not to be ignored.



And—to carry out the simile as Ottawa stands "at the apex" in the triangle of cities, so do The Citizen Newspapers stand in a like position with regard to other means of publicity in the Capital City, towering head and shoulders above them all.

The Clean Home Newspaper

THE City of Ottawa is located 112 miles from Montreal and 256 from Toronto —and each city's sphere of influence is sharply defined, the newspapers of each having no influence or circulation in the other.

The Citizen (Morning) and The Evening Citizen, established in 1844, are among the oldest newspapers in Canada, and have a combined daily average circulation of 30,000. By living up to its slogan of "The Clean Newspaper for the Home" it has made possible this average of one Citizen daily to every Ottawa home. The bulk of the Citizen circulation is concentrated in the city and its suburbs.

The Citizen restricts its advertising pages to only high grade merchandise and announcements of legitimate enterprises.

The Citizen does not accept Medical or Semi-medical Advertising of any description, wine, beer, liquor or any other advertising of an objectionable nature.

The Citizen carries the local advertising of all the dry goods or departmental stores, all the men's clothing and furnishing stores with one exception, and is the only paper in Ottawa carrying all the specialty shops selling women's wear, all the shoe stores, all the piano and music stores and all the house furnishing stores.

You are always certain of good company when you advertise your products in the columns of the Citizen, as this paper maintains a higher standard in the acceptance of advertising copy than any other newspaper in Canada.

Send for a copy of our booklet "At the Apex" for facts about the situation in Ottawa.

Members A.B.C.

The Citizen proves circulation figures by certified reports of Audit Bureau of Circulation.

The circulation of The Citizen for the three months ending Dec. 31, 1918 (last audit) was as follows:—

	Combined	Evening	Morning
City	19,786	13,817	5,969
Suburban	6,419	2,895	3,524
Total City and Suburban	**26,205**	**16,712**	**9,493**
Country	4,531	2,117	2,414
Bulk	14	2	12
Total net paid	**30,750**	**18,831**	**11,919**
Service Copies to Employees and Correspondents	496	222	274
Advertising Agents, Exchanges, Sample Copies	372	239	133
Total distribution	31,618	19,292	12,326

The CITIZEN

Ottawa's Foremost Newspaper

OTTAWA, CANADA

A Morning at By Ward Market, Ottawa

Better Results Because:

Quality

A large number of advertisers (names on request) state that they obtain better results from the FARM AND RANCH REVIEW than from any other medium in Western Canada. The Alberta distributor (name on request) of a well known make of tractor advised his head office that he would not pay his share of the cost on any advertising except that placed in the FARM AND RANCH REVIEW. Another distributor threatened to resign if the REVIEW were not included on all factory advertising lists. The reason for such results is QUALITY AND CONCENTRATION OF CIRCULATION. Most of our new subscribers are obtained through mail order campaigns. Only bona fide farmers are circularized. Only those subscribe who want the paper for its value and who pay cash for it. They are not subjected to "strong arm" methods such as contests, etc. *That's how we get OUR circulation.*

Quantity

Net paid circulation (subject to A. B. C. audit) of our issue of March 20, was 35,917, divided as follows: Alberta 18,316, Saskatchewan 13,913, British Columbia 2,943, Manitoba, eastern and other, 745. This will be increased to 45,000 net paid by December 31st, 1919, guaranteed by A. B. C. audit. On this basis the FARM AND RANCH REVIEW offers THE BIGGEST ADVERTISING VALUE of any agricultural journal in Canada. Evidence of this is found in the fact that it stands second in Canada in volume of advertising per issue. That it reaches the big spenders of the West—the men who are raising beef, pork, mutton, wool and milk, and who therefore enjoy PERMANENT PROSPERITY, is demonstrated by our record on live stock advertising—we carry more than any other farm paper in the Dominion.

DOMINANT
IN THE FAR WEST

Buying Power

Mixed farming stabilizes prosperity and creates a market for a greater variety of equipment. Our farmers are not grain miners. They are raising cattle, hogs, sheep and horses, and they lead the whole West in dairy production. They are buying more lighting plants, automobiles, tractors, building equipment, engines, accessories, etc., than any other class of farmers in Canada. Alberta farmers alone realized $401,536,799 on their 1918 production, and live stock represented over 50 per cent. of the total. Saskatchewan's revenue was close to $600,000,000. The wealth of this field—therefore its buying power—is multiplying steadily and rapidly.

Get the Maximum
of Power for Your
Publicity Through

THE FARM AND RANCH REVIEW

Ask Your Agency or Write Direct

CALGARY, ALBERTA

Member Audit Bureau of Circulations

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 4 TORONTO, CANADA APRIL, 1919

CAN THE "QUALITY" OF A PUBLISHER'S CIRCULATION BE MEASURED?

This question suggested by discussion of Open Letter in last month's MARKETING. Remarkable endorsement of Audit Bureau by advertisers in views expressed. More rigorous audits demanded by publishers more than by advertisers.

DO A. B. C. audits give advertisers all the information required, or desired?

Yes, seems to be the advertisers' answer, while adding that more details would be welcome if they can be obtained.

No, think most publishers, anxious, no doubt, to show up their own strength and competitors' weaknesses more clearly.

Can "quality" of circulation be measured? Would figures showing percentage of renewals, amount "netted" on subscriptions, analysis of methods employed in getting subscribers, definitely answer this "quality" question? On these points there are decided differences of opinion.

"The A. B. C., obviously, cannot differentiate between what is called sound circulation and temporary, inflated circulation," thinks John Sullivan, Secretary of the Association of National Advertisers. "In the last analysis, "he says, "the A. B. C. exists to furnish information to national advertisers, and it is the business of the advertiser to determine whether the methods used by any particular publication are likely to produce the kind of market that he requires. It is not the business of the A. B. C. to express its approval or disapproval of this or that method of promoting circulation. It is up to advertisers to devise a means for rating publications according to their method of conducting their business. If the *Farmer's Advocate* were as close to the advertiser as they are to their own office, they would probably find out that there is a good deal more being done in the way of rating publications on this basis than they suspect."

In connection with the discussion it should be borne in mind that A. B. C. reports now call for information as to use of premiums, clubbing offers, contests, percentage of renewals, etc., though quite frequently the only information disclosed is "Actual Figures Not Available." There is evidently an insistent and widespread demand among publishers that auditors should look much further and more closely into methods of getting circulation, and that A. B. C. reports should disclose their findings, also that every publisher-member should be required to keep an accurate record of cash received and paid out, and of subscriptions renewed. Many publishers endorse the view of the *Farmer's Advocate* that the A. B. C. should attempt to say what is and what is not desirable circulation.

This is impracticable, in the opinion of many advertisers whose opinions were sought. "I do not fully sympathise with the demand," says Roy W. Johnson, advertising manager of Ames Holden McCready Limited, "that the A. B. C. reports should give detailed information concerning the amount of cash received for subscriptions, etc.

"It seems to me that a demand of this kind would simply add materially to the overhead expense of the audit bureau and would supply the advertiser with a mass of undigested information which would leave him really no better off than he was before.

"It has long been my opinion that advertising men are a little too prone to regard the value of a publication as something which can be determined by some formula or other—that they place far too much reliance upon mere figures, and do not give enough attention to something which is far more important than figures.

What Makes a Publication of Value

"The thing that makes a publication of value as an advertising medium is not primarily the number of copies which people may be induced to read, nor yet the proportion of cash which they may be induced to pay for the privilege. It does depend, in my opinion, upon the influence which the publication has upon its readers: both the kind of influence and the degree of influence. And this is a question which cannot be answered by any figures which can be obtained. It can be discovered only by a careful study of the editorial contents of the publication itself. Do readers take it seriously or do they not? Is its influence such as to give them confidence in what they read in its pages or the reverse? Is it a stablizer of opinion or an unsettler?"

"Please do not get the impression that I am in any sense opposed to the demand for accurate circulation figures, which has culminated in the service of the Audit Bureau of Circulations. I am thoroughly in favor of these comparative circulation statements for the reason that it is the only method by which certain comparative claims can be passed upon with any degree of accuracy or fairness, but I am firmly convinced that circulation figures do not by any means tell the whole story, and I cannot see that a report of the Net Return from Subscriptions would be any sure guide to the influence which a publication exerts over the minds of its readers."

"I do not see how the "quality" of the circulation of papers is going to be determined with any degree of accuracy by the A. B. C.," said H. M. Tandy, of the Smith, Denne & Moore agency. "On the other hand, I think there is altogether too much stress put on 'quantity'."

"You know, we have a great many publications which use brute strength in securing circulation, a large proportion of which is absolutely of no use. For instance, if MARKETING were to get a circulation of 15,000 copies, we would know automatically that there were not 15,000 people in Canada interested in the advertising and allied interests.

"With a medium of general circulation, however, it is more difficult to analyze the matter of their circulation. If the A. B. C. people could devise some way of giving a quality as well as a quantity report, they would have accomplished something of value, but I doubt very much whether this would be possible."

"A. B. C. reports do, as a matter of fact, give a pretty real idea of how circulation is secured" is another opinion expressed. The great problem, in this advertiser's opinion, does not lie at this point. It lies in getting advertisers to agree as to what is a

legitimate method of securing circulation. Some methods, he thinks, are clearly wrong—but if six distinct methods were cited and you were to ask 100 advertisers to rate these in the order of their real advertising value, you'd get a startling divergence of opinion. It took quite a long process of education to arrive at definite standards in determining 'how much' and he foresees a longer process in arriving at commonly held standards of legitimacy in 'how secured'."

There are others who hold to the view that most advertisers are quite capable of judging the relative merits of competing mediums, given the facts already appearing in A. B. C. reports. "Space buyers can usually discern the publications which are forced on subscribers and those which the subscriber seeks for himself" in the opinion of E. Desbarats. It is clear that a publication which doesn't have to resort to "forced draft" methods to obtain bold circulation is worth more per thousand—but as a rule it asks and and gets more. It is not yet possible to secure perfection by act of parliament nor will even a careful audit prevent one who really sets himself out for it, from making the figures lie.

"Taking one consideration with another, I will admit that I am of opinion that systems which tend to choke individual enterprise, to restrict progress to certain lines which a chosen few deem to be the best, to fetter the imaginations of live business men seeking expansion in new channels, do not appeal to me, and I would rather stand the chance of an occasional mistake than be tied down, year after year, to an absolute routine," he says.

Advertisers to Blame

"Advertisers are partly to blame" in the opinion of another advertiser, "if publishers point with great pride to the quantity of their subscribers rather than the quality. Certain publications cater to a better class of clientele than others; let the advertiser then select his media. If an advertiser simply wants circulation it may make very little difference just how it is obtained, whether by perseverance of the book agent type, the languishing charms of the feminine solicitor, or by a guessing contest. The fact that the publisher builds up his circulation by quack methods, however, should be sufficient evidence as to the type of his subscribers.

"Referring directly to the question which you have asked, as to whether A. B. C. reports should not indicate the methods by which circulations are obtained, it seems to me that without this information the advertiser is pretty well able to size up what type of a paper he is advertising in, and to what class of people it is appealing. The open letter of the *Farmer's Advocate* is undoubtedly good advertising for that publication, but I do not think that advertisers are likely to become very excited over the matter."

L. B. Jones, advertising manager of the Eastman Kodak Company, and President of the Audit Bureau of Circulations believes that the publisher should give more details as to the methods by which his circulation is secured—should fill out in full the blanks submitted by the A. B. C. for such purpose, and should so keep his books that such statements can be verified by the Bureau. It is the publisher, in most cases, who loses by failure to submit the full details.

"The A. B. C. was established to get the count of *paid* circulation" he points out. "It already gives more information than was expected from it five years ago. There are some facts that it must have before it will issue an audit. There are other details that it can and will give to advertisers if they are obtainable from the publisher.

"The publisher who fails to give the information regarding these details may think he is getting by with something, but to the advertiser this withholding of information often makes matters appear worse than they really are. If the publishers knew how many lists they are left off of because of their failure to make full and frank statements, they would begin house cleaning very promptly. A big percentage of advertising space is bought, not sold, in these days. Many an advertiser and many an advertising agent goes carefully into his proposed list of mediums from the data at his command, and the biggest part of that data is found in the A. B. C. reports. And when he comes to a blank filled in with "Actual figures not available," he says to himself: "Something to hide here. Let's see if there isn't some other medium covering this field that gives more specific information."

"And often, very, very often, the publisher loses out without knowing why, without even knowing that he has ever been considered.

"Yes, I believe, with you, that the reports should be more complete—and when publishers see the light, they will be."

Net Receipts Not Only Test

"*The Farmer's Advocate* must be wrong," thinks W. C. Betts, Vice-President of the Association of Canadian Advertisers, "when it stated that 'Net daily cash receipts the only test of quality'."

When it comes to analyzing the quality of circulation, surely an advertiser may be expected to obtain a few copies of a particular medium in regard to which he is in doubt, and to study them. A few minutes spent in this way should be sufficiently instructive to render unnecessary any information from outside sources upon this particular point.

"I think that anyone who studies the reports of the Audit Bureau of Circulations carefully, will find that they already go a long way towards giving one a fair idea of the quality of circulation, in so far as one may gauge it from a study of the distribution of the paper, not only by districts but by the hours of appearance of the several editions. We are also given in these reports, such information as is obtainable in regard to the manner in which the circulation has been obtained. There are other interesting side lights on the various publications which can serve as a guide to those contemplating using a particular medium."

"Our first concern in regard to circulation statements is to be satisfied of their accuracy, says McConnell & Fergusson, advertising agents. "We have no brief for any particular method of auditing circulations, but we are influenced by the method of investigation and by the publishers issuing the information. If satisfied of the accuracy of a statement we can usually get the detailed information in the form most useful to us."

The difficulty of making any analysis which would equally satisfy the needs of all advertisers is also recognized by another advertiser, who says: "In regard to A. B. C. reports, the writer feels that for our personal use, these reports could be made of considerable more benefit if they analysed the circulation of the papers more thoroughly. We, at the same time, however, appreciate that the analysis which would suit one client, would be of little use to another.

"The A. B. C. reports at the present time give considerable information which is available. We do not think, however, that an improvement could be suggested unless a representative committee of the National Advertisers could get together and decide on a style of report, which, while not embodying all the ideas of each individual, would be a great improvement over the present A. B. C. report."

Think More Details Desirable

Others are inclined to think that more details should be obtainable, and would be helpful in judging a medium's value. A. T. Channell thinks that a paper's value depends upon the amount paid for it by subscribers and how the subscription was secured, and that this is recognized by advertisers generally. Another advertiser expresses himself as in accord with our editorial, and thinks reports should give more detailed information. "Circulation obtained through voting contests and other questionable schemes is of doubtful value and not permanent."

L. R. Greene, sales and advertising manager of Tuckett Limited, is another of those who appreciate the great service which the A. B. C. has done for the advertiser and the honest publisher. "Its success is due in a large measure," he thinks, "to the open-mindedness of some of our leading publishers who have given the A. B. C. their endorsement and support and through their ready co-operation have forced other publishers, not quite so ready to give the advertiser the information to which he was entitled, to get in line.

"But, have we gone far enough? That is a live question. To my mind, "How did you get your circulation?" is just as important to the advertiser as "How much circulation have you?"

"The buying of space in a publication should not be merely based on *quantity*, but on *quality* as well. When a newspaper buys paper, it not only checks up to find if a manufacturer has delivered full weight, but it also checks to see if the quality is up to the expected standard."

"Such action is reasonable and good business practice. Why then should not the advertiser, in buying space, take the same attitude? He is not a good business man if he does not."

"I certainly would like some guarantee from a publisher that when I take space, I know positively, no other advertiser is getting a better rate than I, for a like service. If the A. B. C. can accomplish anything in this direction, the millenium is not so far away after all."

(*Continued on page 152*)

EFFICIENT SALES MANAGEMENT

IV ORGANIZATION—HOW IT FUNCTIONS

Fourth or a series of articles by Mr. Lewis analyzing the principles of efficient sales-management. He has previously dealt with Market Investigation and the mechanics of organization, and in later papers he will take up the establishment of human and mechanical *Records*, the *Standardization* of sales tactics and sales policies, the determination of campaign *Planning*, and the *Rewards* for the business and for the man.

BY E. ST. ELMO LEWIS

LAST month we considered the bearing of the general organization ideals on the sales. Now we want to consider the principles of action.

HOW THE ORGANIZATION FUNCTIONS

The sales organization functions under four main divisions.

1. Personnel Division—hiring and training of men.
2. Advertising Division—handles copy, and distribution of advertising.
3. Sales Promotion Division—statistics, campaigns, and investigations.
4. Records Division—activities of the selling force.
5. Service Division—where the commodity requires attention after purchase, such as machines, automobiles, adding machines, etc.

PERSONNEL DIVISION

The hiring and training of salesmen has become one of the most vital parts of a sales manager's work. One of the largest specialty manufacturers says that forty per cent. of his selling organization did not last a year. It cost him $79,000 to hire and train men who failed.

It is a common thing to find that the mortality in sales departments is thirty per cent. a year. An insurance manager said that each year nearly half of all the insurance salesmen failed to "make good." He said it cost $250 to hire and train each man.

To decrease such a rate of mortality becomes of daily increasing financial importance. Out of this condition we have two distinct schools of analysis arising—one places the accent on the job and makes a minute analysis of that, while the other attempts the more difficult task of analyzing the man. Each has the usual painful contempt for the other, and thereby contributes to the confusion of the question in the minds of the layman manager. Obviously an analysis of the job in man terms and of the man in job terms must be made.

There is notable progress being made, for a record of which there is no room here.

The selection of raw man material is taking up much of the time of experts in most of the larger houses. It is a liberal education to study the methods of the General Electric, the Westinghouse Companies, and the United Cigar Stores Company.

It is considered the better practice to give green men a field test before bringing them in for training. These men are placed under the observation of analytical field managers. If they stand the test for the selling temperament, they are sent to the training school. Smaller concerns give the young man a trip or two with an older man, before he comes in for a course at the home office.

The Personnel Division, of course, must have knowledge of the business; but whatever else it has in whatever quantities or qualities, it must have the ability to teach. Teaching is a job most business men think anybody can hold. Almost invariably it is handed over to thesalesman who talks most about selling, or to the old salesman who has grown tired of the road, but not one man in a thousand has the requisite capacity.

The teacher must have character, personality and authority. One difficulty among most Sales Schools, in the minds of salesmen who have taken courses, is that the teacher is either a dry-as-dust schoolman who talks at his suffering victims for endless hours, or a jolly, good fellow who tells them how he did it when he was on the road. (Certain standards of selection and training have been devised which will be treated later.)

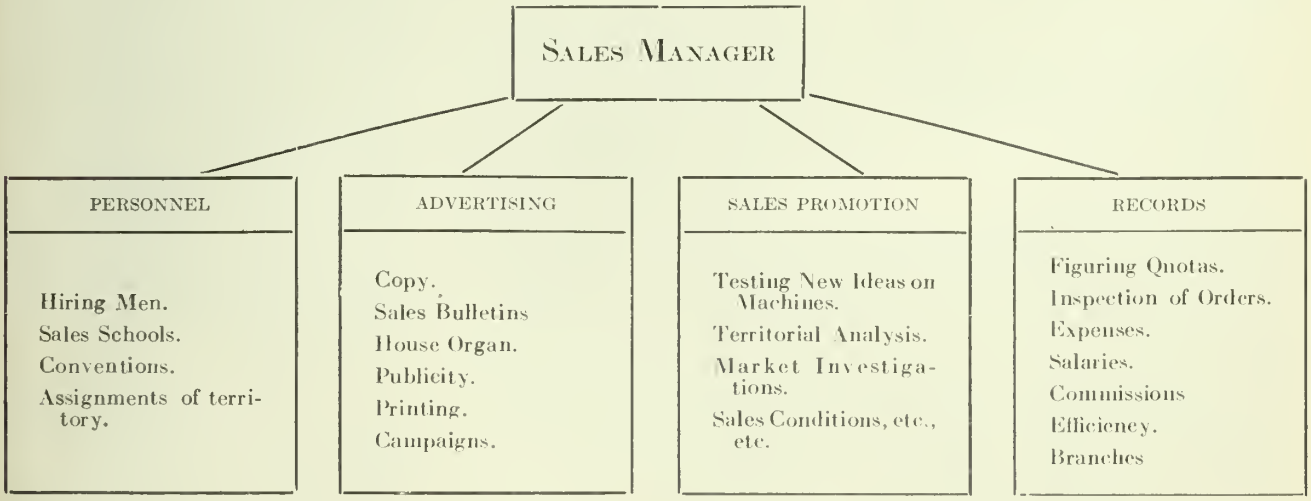
The Personnel Division should have general charge of all conventions, programs, and arrangements; the assignment of territories, and the preparation of sales manuals, standard demonstrations, etc.

ADVERTISING DIVISION

The advertising division has charge of the preparation and placing of advertising copy. Assuming that the sales manager has some real comprehension of the purpose and practice of advertising, the divison has two main functions:

(*a*) Production, *i.e.*, staff of writers, either permanent or part-time men.

(*b*) Executive — the organization which distributes the advertising and publicity.



FUNCTIONS OF SALES ORGANIZATION

In case of a specialty house, such as an automobile, or adding machine, or device requiring inspection, adjustment, etc., the service department should be under the supervision of the sales manager.

The advertising manager under such an organization is the interpreter of the house to both the organization and the public. He must have initiative, sympathy, and power of expression, coupled with the instinct for accuracy in thinking, statement, expression, and aim. Most business managers do not know what advertising really is, and what its office in business is; and, of course, all kinds of advertising fakirs have mulcted them. So long as concerns will not pay more than $2,000 a year to manage $100,000 appropriations, they must expect to get men who have not judgment enough to look after even their own affairs.

Where there is inefficient advertising, there are three places to look for the cause;

1. The directing head has no true conception of what advertising can do for his marketing.

2. The sales department is starved to feed some favored activity.

3. The advertising is conducted by cheap men.

The advertising manager fails to achieve results

1. Because he has a narrow business experience which leaves him ignorant of the real advertising problems.

2. Because he is prevented from realizing efficiency through the ignorance or the temperamental incapacity of his superior.

3. Because the policy is made by outside agencies whose interests are foreign to the demands of advertising efficiency.

Sales Promotion Division

This division is under the direct supervision of the sales manager. Its work lies between the old-time advertising function and the sales direction of men in the field. As sales work is becoming more competitive and intensive, it is becoming more functionalized. Therefore its efforts must become more precise and subjected to greater and more minute direction.

The sales promotion division is an organization of this authority. It is the laboratory, so to speak, in which an analysis is made of,

(*a*) What is received for the time and money spent in the sales and advertising departments. It is not so much interested in money as in efficiency results.

(*b*) What should be done to get the greatest possible result

Its function is to find out what is to be done and how and where it is to be done, and to keep a record of what has been done, why it was done, where it was done, and what it cost.

As Alexander H. Revell said, "It is possible to foretell with more or less accuracy what the general trend of business will be six months or a year hence. We do not simply wait for the demand to come about. We aim to help it along."

The duty of the Sales Promotion Division is to study demand tendencies intensively, so that it may not only forecast demand sufficiently far ahead to be of use to the sales and factory departments, but to formulate the data necessary to an intelligent campaign to *guide* it.

In a specialty house handling about 300 salesmen, the work of the Sales Promotion Division is, briefly;

(*a*) To find out what the customers' needs and wants are.

(*b*) To formulate these for present and future product.

(*c*) To keep adequate and responsive records.

(*d*) To find out what the present product is best fitted to accomplish for the possible customer.

(*e*) To put this knowledge in shape for the salesman to use in the presence of the customer.

(*f*) To arrange this data for the use of production and advertising departments.

(*g*) To conduct all investigations of the market.

(*h*) To know and classify the relative advantages and inferiorities of competing products.

(*i*) To know the conditions of the territories from the standpoint of fundamental conditions affecting buying power, competition, and company business.

(*j*) To furnish the sales material for the use of the sales school in training the sales force.

(*k*) To obtain information and codify it on the cost of territorial coverage, transportation, fares, hotels, in what towns the company should be most interested at this time.

(*l*) To formulate standard practice instructions embodying the results of investigations, for the guidance of salesmen and managers.

(*m*) To make customer tests before the introduction of new articles and to try out the advertising and selling for the purpose of developing the indifference resistance of groups and territories of prospects.

(*n*) To determine the efficiency of the operation of machines, or the use of product in the hands of users.

(*o*) To determine cost of operating salesmen, per unit number of prospects, in each territory.

In this specialty house, this department has greatly changed the territories and territorial assignments. In a single year, investigations cut down fourteen of the territories and enlarged two. It changed the earning power of all the salesmen. It changed the advertising policy. It discarded three models of machines and made one new model necessary. It changed the location of three sales managers and fired four; and made changes in two fundamental sales-policies relative to trials and service. It changed the whole sales training procedure, and increased the purchasing power of the salesmen's expense dollar.

The method worked from the territories back into the executive offices, instead of leaving policies to the guesswork of overworked detail men.

The obvious comparison to something in the factory is to compare the sales Promotion Department to the factory Planning Department.

The Sales Promotion Department is the answer to a very big problem in sales. As the Bell telephone of to-day is the result of a large number of different minds working on the same thing, so the Sales Promotion Department is a department which must be directed by a mind which must be receptive to advice, ideas, experience, etc., from all sources—factory, financial, sales, field, offices, etc., etc.

Thomas A. Edison had a very large hand in making Dr. Bell's telephone idea a commercial possibility. Then came Charles Scribner, J. J. Carty, William Dean, and others who have taken out hundreds of other patents for improving the telephone.

New Era of Organized Experience

The Sales Promotion Division must function as the laboratory in which all sales experience is tested and formulated for the purpose of making prophesies. Therefore, its responsible members should join societies, organizations, and associations having for their object the training of salesmen, the exchange of sales experience, etc., for the purpose of developing verified data on the subject. Just as scientific men get together for the exchange of experiences, so sales managers show an encouraging tendency to get together for the exchange of their concrete, definite and verifiable experiences, and to learn to make the tests that will separate mere opinion from knowledge.

Until the managers in our big sales organizations get the sense of organization—the oneness of their fundamental problems—among themselves, and exchange experiences and ideas, get actual facts and figures, and not merely conversation, we will not get that definiteness of campaign, that usable knowledge, that efficiency of effort, which has come into production and even into advertising in the last ten years.

In advertising we are getting the results of better organization. Advertising managers and advertisers are better organized to-day than they were five years ago. As usual, the sellers were organized long before the buyers. Publishers, printers, and engravers were organized ten years ago. Gradually out of the advertising organization is coming a stronger demand for research into the actual effects of advertising. Advertising is no longer on the defensive. Even yet, however, advertising is still more concerned with its successes than with its failures. Managers are accenting the "hits," while throwing a kindly fog of forgetfulness over the "misses."

The scientific spirit, however, is growing in the advertising and selling field as in other departments of business. It must—because the demand is growing that a greater attention shall be paid to tracing the efficiency of every dollar spent for distribution as well as for production.

New Types of Salesmen

The vocational salesman is coming to the fore. The department store of the most efficient type shows him at work.

The specialty house is developing him. Adding machine companies find that the same salesmen cannot successfully sell to bankers and retailers; electric equipment companies find that one man cannot sell both generators and electric light bulbs.

The failure in most companies is to realize when the day of the general salesmen "who can sell anything and everything" has passed.

The Sales Promotion Department can quickly tell that by comparing its efficiency tables of sales to lines of business, and by matching those up with the analysis of the qualities, training, etc., of each man.

Consider competition, for instance. Organization becomes imperative. The sales department finds that Iowa is being covered by a competing company. Our sales are going down, yet the total consumption is going up. We need Iowa. We cannot sit still and let competition run away with the trade.

A staff meeting is called. The Sales Promotion Department data covers the conditions in Iowa, and shows—

What we are selling.

Salesmen's reports on business, analyzed and formulated into a final statement.

Analysis of the competitive strength of our representation, and an analysis of the chart of demand in Iowa.

Any manufacturer producing an article which he is advertising must get distribution, because he is up against the law that where a demand remains unsatisfied through lack of distribution the advertising creates a demand for substitutes or competitive articles of similar character and purpose.

The analysis also shows the sales-making capacity of competitive representations, as well as the competitive methods, prices, quality, styles, plans of sale, etc.

The general manager, sales manager, sales promotion manager, advertising manager, field or district manager from Iowa, and production manager meet.

The policy of the house is to "get and keep our proportion of the business in any territory."

It is found that our goods are no different from the competitor's regular line. His prices are lower, but our values are better. Their Iowa manager has increased his sales force and his expenditure for advertising, sampling and trials. He is covering his territory more often, and is more liberal on terms.

Orders are now given, after discussion in which the whole organization has caught the idea that the prestige and business of the house in Iowa is in danger.

The discipline of the organization immediately rushes re-enforcements to the threatened point.

The sales manager gets new men to the point by wire.

The advertising manager has an assistant on the ground in twenty-four hours, with the outlines of a newspaper and sampling campaign already started, in his pocket. The Iowa sales force is called in to the Iowa headquarters to be instructed.

The production manager puts an extra force of men at work within the day making up a new line that was not to be introduced for six months. The Iowa competitive condition soon goes back to normal.

Historical Parallel

The history of the Standard Oil Company shows how Mr. John D. Rockefeller met and beat competition, in manner similar to that of Frederick the Great in the wars of Prussia. Dibblee illustrates this by recounting Frederick's victory over the Austrians at Leuthen. After the victory at Rosbach, Frederick marched across Germany, and fell on the Austrian army of 60,000. His 35,000 men placed on the flank of the six-mile Austrian line rolled up their line by always having two men to Austria's one at the point of contact.

Mr. Rockefeller displayed a similar strategy. He maintained an intelligence department (Sales Promotion Idea) whose business it was to know where the next battle would be fought, and there he was to be found equipped with superior finances, men and material.

John H. Patterson, of the National Cash Register Company, in fighting his battles followed the same tactics.

Such methods of fighting require organization and discipline. Its ruthless indifference to the rights of others has brought a merited reprisal at the hands of the people.

The main difficulty was ethical. The public was not considered as interested in the result of the fight—the companies failed to realize that a sale is a two-cornered contest between customer and salesman. The customer was not content to listen to a debate between salesmen, when the debate ceased to be one of words, for his benefit, but became one of physical strength to eliminate one of the debaters for the benefit of the victor who could then consider the customer as the prize.

Records Division

The function of this division is to keep historical records and furnish the comparative reports on results for guidance of the management.

The Service Division

The place to prevent complaints is while building the machine, or manufacturing the product. Therefore, the dictum of Marshall Field, "the customer is always right." There are too many concerns whose sales policy seems to be "F.O.B. and forget it."

If the entire organization once realizes that every bit of the product, the service of each department, has a sales value to the concern, the organization can immeasureably aid sales. Vinegar voices over the 'phone, curtness mistaken for brevity in credit department correspondence, letters in answer to complaints that neither explain nor promise hope of relief—all show that the organization is lacking in the training for sales.

The Ideal

The ideal of this organization, and the ideal to be kept definitely before each department and division is to lower costs, increase profits, by knowing values in preference to maintaining a blind faith in mere price.

(*Continued next month*)

MORE POWER!

POWER is the essence of the big developments which have taken place in business during the past century. It is due to the development and application of power in transportation that the range of manufacturers' markets has been extended—due to the development and applications of power in production that output has been so marvelously expanded.

The whole mechanism of selling now calls for a greater, more scientific application of the motive power of advertising. Not one business in a hundred will survive and grow without some use of this power. And not one business man in fifty yet understands the uses, purposes and application of advertising well enough to use it efficiently in his business.

Here is largely uncontrolled, undeveloped energy that may be compared to Canada's vast, undeveloped water powers. As the unharnessed millions of horse-power of hydraulic energy are waiting to be hitched to the wheels of production, so the force of publicity will be the motive power of the marketing of the future

We need more and better trained advertising "engineers" capable of applying the forces of publicity to the movement of goods, just as the hydraulic engineer applies the power of "white coal" to the wheels of production. Increased economy and multiplied efficiency will result in this direction, quite as much as is it doing in the other.

—W. J. HEALY.

ANALYSIS OF ADVERTISING PUBLISHED DURING JANUARY AND FEBRUARY

Volume of various classes of advertising carried by some of the leading dailies. Little advertising done for many lines of goods, suggests inviting opportunities. List of principle advertisers, space used and papers favoured.

AN interesting survey of advertising activity in Canada is afforded by the figures compiled by MARKETING during January and February, and published herewith.

What kinds of advertising are appearing; what firms are advertising, and to what extent; what lines of business are not being advertised; which papers are most favoured by advertisers; —these are some of the questions on which our figures throw an interesting light. So far as we know it is the first time such a thorough analysis, embracing as many Canadian papers, has been attempted.

The work involved was considerable, requiring the time of three checkers and one statistician. They were able to check only about half the number of dailies which would be regarded as important, Halifax, St. John, Quebec, Hamilton, Regina, Saskatoon, Edmonton and a few other cities necessarily being omitted. During January the checking of dailies in some of these cities was attempted, but had to be discontinued in order to keep up with the work.

Undoubtedly it would be of value to advertisers and publishers alike to have such figures compiled for every month in the year, and from year to year. Many publishers now keep records of advertising carried by their own and other local dailies, but these figures do not permit of comparison as between cities because the same classifications are probably not observed by any two publishers. Advertising recorded as "foreign" in one city is counted with "local" when the same copy appears in another city. Also it seems that many computations are not as exact in their measurements as they should be to serve as a comparative record.

MARKETING'S figures differ in nearly every case from figures quoted by individual dailies, due to different standards of classification, and to the fact that most dailies measure by columns, where we measured each separate advertisement.

The small amount of advertising running for Building Materials, Hardware Specialties, Paints, and House Furnishings and Equipment will perhaps be a surprise to many. It should be borne in mind, however, that figures for other months of the year would doubtless show a heavier volume of advertising in some of these classes, particularly paints. The thought is suggested that if there were more advertising of building materials there would undoubtedly be more building. Why are firms in this line to inactive in stimulating their business?

The volume under Toilet Specialties is almost entirely toilet soaps. It will be noted that advertising of this class is not as heavy as many probably imagined, although these months would seem as good a "season" as any other for this class of goods. It is interesting to note, also, that toilet goods advertising shows a tendency to concentrate in a few dailies, some of the papers checked carrying very little of it.

The advertising of patent medicines and proprietary remedies makes up by far the largest volume of any of the classifications, in the case of nearly every daily making up almost one-fourth of all the "general" advertising carried. Probably the figures for other months of the year would be lower.

It is also interesting to note the comparatively large volume of Travel and Resort advertising appearing in the western dailies during these months.

TOTAL LINES OF ADVERTISING PUBLISHED IN CANADIAN DAILIES

By principal classifications, exclusive of publishers' own

Classification	Calgary Albertan	Calgary Herald	Vancouver Province	Vancouver Daily Sun*	Vancouver World	Winnipeg Free Press	Winnipeg Telegram	Winnipeg Tribune
1. Autos, Accessories, etc	5,339	11,554	18,743	600	10,457	39,049	30,157	38,334
2. Banks, Financial, Insurance	18,778	49,591	62,122	26,475	29,573	87,979	40,877	50,703
3. Books, Publications	6,557	12,650	7,877	4,654	121	14,823	4,072	5,010
4. Building Materials	58	375	832	.....	....	1,030	140	600
5. Cigars, Tobaccos, Pipes	150	8,278	13,636	5,012	2,654	10,724	200	4,784
6. Confections, Beverages	6,054	7,200	10,758	3,528	5,040	8,178	7,720	8,056
7. Educational	2,422	3,294	3,267	322	2,572	1,878	1,628	3,113
8. Electric Specialties	...	5,854	7,056	490	252	4,971	2,432	4,276
9. Foods and Preparations	9,017	29,269	45,399	13,462	27,691	47,545	17,299	29,551
10. Hardware Specialties	84	311	801	.....	....	366	.....	457
11. Hotels, Travel, etc	8,887	15,996	18,437	16,997	14,117	26,270	22,047	20,396
12. House furnishings and Equipment	1,064	502	1,798	54	..	4,038	154	2,166
13. House'd Supplies	316	5,237	5,076	776	1,302	14,843	1,036	3,248
14. Jewelry, Watches, etc	..	840	840	.....	.	1,828	442	400
15. Musical	8,914	10,339	11,282	5,124	6,141	15,158	5,915	8,053
16. Office Supplies	....	625	2,226	.....	304	589	234	550
17. Prop. Remedies	45,666	79,004	85,771	28,002	68,030	85,563	63,143	83,101
18. Paints, Polishes	.....	492	296	.....	.....	496	.....	.....
19. Toilet Specialties	.	3,557	16,270	489	.....	21,904	840	1,067
20. Wearing Apparel	1,855	7,391	5,912	2,735	3,389	7,475	2,548	5,794
21. Agricultural	2,777	2,110	4,820	899	3,779	9,112	2,039	3,527
22. Not Otherwise Classed	15,698	26,228	39,690	29,993	29,349	31,794	26,962	31,323
TOTAL GENERAL	133,636	280,697	362,909	139,612	204,771	435,613	229,885	304,509
Department Store	70,720	175,450	285,672	172,590	319,936	377,305	207,924	396,045
Other Retail	131,617	386,210	395,130	78,119	260,259	216,102	132,475	295,555
Miscellaneous Local	207,569	219,641	249,854	123,978	169,378	225,692	145,818	232,195
TOTAL LOCAL	409,906	781,301	930,656	374,687	749,573	819,099	486,217	923,795
ALL DISPLAY	543,542	1,061,998	1,293,565	514,299	954,344	1,254,712	716,102	1,228,304
Classified	102,064	348,969	313,211	154,020	137,644	485,826	123,399	243,587

*Sunday issues not included

The volume of local display advertising greatly exceeds that classed as "foreign" in all dailies, with the exception of the Toronto *Globe* and *Mail & Empire*, and both these papers are among the leaders in volume of general display advertising carried. Thus it seems that leadship in the local field is not always a determining factor with national advertisers.

Principal Advertisers and Space Used

An additional checking was undertaken to record the amount of space used in each paper by the different national advertisers. Subject to a few possible omissions occasioned in getting this work organized, the total lineage used by each advertiser during the two months, in the twenty dailies checked, was as follows:

Advertiser	Lines Space Used in Jan.-Feb.
American Lead Pencil Co.	1,440
American Watch Case Co.	7,050
Atlantic Sugar Ref.	24,116
Army Club Cigarettes	6,182
Aunt Jemima P. Flour	14,038
Bachelor Cigars	29,550
Bakers Cocoa	10,584
Ballantyne Gloves	9,257
Berliner Gramophone	107,131
Ben Bey Cigars	2,100
Big 6 Cereal	21,385
Blue Ribbon Tea	11,340
Boeckh Brushes	9,174
Borden's Milk	8,428
Bovril	17,719
Canada Cement Co.	12,618
Can. Gen. Electric	35,812
Can. Laco Phillips	13,997
Can. Consol. Rubber	31,476
Canada Life Assce.	26,916
Can. Milk Products	7,250
Can. Salt Co.	5,124
Canes Pencils	2,650
Carnation Milk	15,788
Channell Chem. Co.	9,162
Chocolatta	2,600
Chase & Sanborn	7,176
Confederation Life	8,022
Cluett Peabody	12,086
Columbia Graphophone	44,990
Comfort Soap	30,420
Cowan's Cocoa	17,991
Dalley Co., F. F.	3,696
Demuth Pipes	9,240
Dodge Mfg. Co.	18,831
Dom. Chain Co.	17,775
Dom. Salt Co.	6,230
Dunlop Tire Co.	15,364
Eastern Caps	5,397
Eddy Co., E. B.	7,566
Excelsior Life Ins.	6,024
Ford Motor Co.	70,080
Fry's Cocoa	55,344
Gillett Co., E. W.	24,990
Good Housekeeping	4,500
Goodyear Tire & R. G. Co.	51,507
Great West Life Assce.	6,466
Heintzman, Gerhard	9,380
Horlicks Malt Milk	24,836
Hurlbut Shoes	3,400
Imperial Life Assce.	15,642
Imperial Oil Co.	11,598
Japan Tea	3,200
Jergen's Soaps	8,776
Johnsons Freeze-Proof	2,010
Lever Bros.	39,484
La Preferencia Cigar	5,100
Liptons Tea	20,240
Macdonald Tobacco	26,050
Macleans Magazine	16,724
McLaughlin Cars	44,930
McCormicks Biscuits	9,909
McKinnon Chains	2,524
Mfrs. Life Assce.	7,338
Melrose Baking Powder	3,600
Mennen Chemical Co.	12,180
Mutual Life Assce.	4,536
N-West Biscuit Co.	5,376
N-American Life Ins.	4,536
Northern Electric	4,984
N. P. Soap	3,948
Old Dutch Cleanser	10,416
Pathe Phonograph	10,947
Pathfinder Cigar	3,714
Peg Top & Ovido Cigar.	26,550
Phonola	18,000
Pictorial Review	26,858
Players Cigarettes	6,584
Postum Cereal Co.	77,513
Prince Albert Tobacco	5,040
Proctor & Gamble	98,112
Red Rose Tea	9,760
Redfern Corset	2,178
Rennies Seeds	3,052
Rock City Tobacco	4,256
Rose Lime Juice	5,208
Royal Baking Powder	3,959
Salada Tea	15,026
Shredded Wheat	29,025
Steele Briggs Seeds	1,000
Snowflake Ammonia	3,730
Starr Skates	3,046
Taylor Co., John	16,440
Vinolia Co.	11,472
Waltham Watch	4,200
Western Can. Flour Mills	41,696
Williams Sewing Machine	15,700
W.G. & R. Collars	10,100
Wrigley's Gum	83,160
Willys-Overland	28,476

It will be seen that the advertisers of phonographs were the largest users of space, with advertisers of food products coming next. In March or April the advertisers of automobiles will probably assume the leadership, with advertisers of wearing apparel much more prominent in the list. This illustrates the constantly changing fields from which the daily newspaper draws its patronage.

Popularity Poll

The evident popularity of the respective dailies with a representative list of national advertisers is indicated by the following poll, made up from the advertising as checked during January and February. Of the 102 national advertisers listed as using space during these months in two or more of the papers checked :

FOR THE MONTHS OF JANUARY AND FEBRUARY, 1919, COMBINED

advertising. Figures compiled by "Marketing."

Class'n No.	London Advertiser	London Free Press	Ottawa Citizen	Ottawa Journal	Toronto Globe	Toronto Mail & Empire	Toronto World	Toronto News	Toronto Star	Toronto Telegram	Montreal Gazette	Montreal Star
(1)	14,939	20,625	10,158	12,112	32,548	18,779	7,462	3,630	9,091	2,165	39,599	46,993
(2)	46,552	55,545	31,506	37,928	96,884	87,859	82,734	48,008	67,822	50,614	110,017	80,151
(3)	10,516	6,353	11,911	7,291	11,613	2,465	5,545	5,554	12,611	750	10,845	11,282
(4)	72	.....	.....	.....	1,142	1,092	248	.....	144	..	194	84
(5)	9,500	10,966	5,798	5,430	5,896	8,123	4,460	392	10,542	10,077	11,806	12,343
(6)	7,024	6,306	7,356	11,240	6,542	9,288	8,805	7,869	14,364	12,331	9,950	10,669
(7)	2,551	2,924	2,089	648	3,642	3,926	890	1,505	1,498	960	1,131	3,177
(8)	.....	3,135	2,859	4,774	6,932	2,962	1,960	.....	2,062	2,436	4,790	4,946
(9)	29,660	40,447	47,846	43,862	37,314	34,126	5,927	12,484	45,111	33,667	22,274	45,684
(10)	570	.....	326	.....	174	418	318	.....	580	296	264	597
(11)	5,300	4,398	4,365	4,970	10,894	8,318	2,451	5,020	6,469	2,518	23,052	18,284
(12)	1,792	1,274	727	1,974	2,626	2,168	1,937	684	6,701	8,827	932	10,691
(13)	8,666	13,049	8,644	16,619	7,958	4,168	4,973	2,908	14,866	11 925	3,114	20,509
(14)	1,205	465	.....	1,590	1,442	862	800	850	.....	840	70	1,690
(15)	8,113	9,051	9,266	10,072	11,736	10,501	6,091	9,978	11,366	7,257	22,627	34,561
(16)	.....	.....	.....	80	4,696	2,160	140	.....	1,452	140	1,220	1,024
(17)	74,952	82,578	.....	69,746	57,811	54,859	16,060	51,960	85,604	70,156	4,045	49,805
(18)	590	594	492	492	294	392	98	.....	492	.....	.....	492
(19)	4,589	10,340	5,436	16,787	7,403	5,320	1,008	3,594	14,989	6,514	3,396	21,233
(20)	4,783	8,127	7,875	6,202	5,848	4,863	1,920	1,932	3,777	5,674	4,467	12,699
(21)	4,297	4,148	1,416	1,817	14,597	9,748	1,917	615	525	..	132	410
(22)	53,009	44,439	38,856	55,303	90,349	78,272	52,506	42,422	45,798	44,826	108,323	81,008
	288,680	324,764	*196,926	308,937	418,251	350,669	208,250	199,405	355,864	271,973	382,248	468,332
	51,348	59,418	291,812	280,043	165,158	160,864	192,453	267,172	402,735	411,914	130,424	420,343
	236,247	256,867	198,861	202,801	61,387	50,318	36,267	37,097	362,246	358,018	167,660	370,472
	93,793	97,972	115,477	140,932	85,675	81,963	96,490	168,222	102,315	137,548	248,009	203,469
	381,388	414,257	606,150	623,776	312,220	293,145	325,210	472,491	867,296	907,480	546,093	994,284
	670,068	739,021	803,076	932,713	730,471	643,814	533,460	671,896	1,223,160	1,179,453	928,341	1,462,616
	146,282	192,618	114,309	63,897	187,152	155,451	22,830	39,894	375,091	726,308	16,990	330,551

*Carries no Medical Advertising.

77 used the Winnipeg *Free Press.*
73 " Montreal *Star.*
67 " Toronto *Globe.*
67 " London *Free Press.*
65 " Vancouver *Province.*
64 " Ottawa *Journal.*
63 " Toronto *Mail & Empire.*
62 " Ottawa *Citizen.*
58 " Toronto *Star.*
56 " Calgary *Herald.*
51 " London *Advertiser.*
46 " Toronto *Telegram.*
44 " Montreal *Gazette.*
43 " Winnipeg *Tribune.*
33 " Vancouver *World.*
28 " Winnipeg *Telegram.*
27 " Vancouver *Sun.*
22 " Toronto *World.*
21 " Toronto *News.*
21 " Calgary *Albertan.*

Advertising in Magazines and Farm Papers

Instead of the usual tables showing volume of advertising for the month, we publish this month combined figures for the three months ending with March, by principle classifications, for the leading magazines and farm journals.

Both magazines and farm papers are showing a substantial increase in advertising patronage, an increasing number of advertisers relying on them very largely for their periodical publicity. The amount of space used by American advertisers is still a large percentage of the total volume.

Hubert McBean Johnston Passes away in Chicago

Canadian newspaper and advertising men, among whom he numbered a host of friends, will regret to learn that Hubert McBean Johnston passed away at the Evanston Hospital, Evanston, Ill., on Sunday April 6th. He had been seriously ill for a month.

Hubert Johnston, in point of experience, was one of the leading Canadians in the advertising field. Fifteen years ago he became associated with advertising work, and for several years he was, at various times, connected with the George Miller Agency in London, Ont., and with J. J. Gibbons, in the latter's Montreal office. Five years ago he joined the organization of Mallory, Mitchell & Faust, Chicago, and, at the time of his death he was an executive of that agency. During his Chicago experience he added to the long list of warm friends who were drawn to him by his genial straightforward character and sterling worth.

The late Mr. Johnston leaves a wife and two young sons. He was born in Sarnia, Ont., in 1881, and was just entering on the period of his greatest success when he was cut off. The funeral was held from the home where he was born in Sarnia, April 8th. Among those who attended were Mr. Paul E. Faust, of Mallory, Mitchell & Faust, a close friend of Mr. Johnston, Mrs. Faust and Mr. C. L. Armstrong, well-known Canadian newspaper-advertising man, now with Mallory, Mitchell & Faust.

The advertising of Hyslop Brothers Limited, for Cadillac Motor Cars and accessories and Hyslop Bicycles, is now being handled by the Norris Patterson Advertising Agency, as is also that of the Turnbull Elevator Company, manufacturers of freight and passenger lifts of all kinds.

Gordon L. Lemon, formerly with the Hamilton Advertisers' Agency, and Advertising Service Limited, and latterly serving with the Canadian Engineers, has joined the copy staff of Norris Patterson Limited. This agency is experiencing a marked expansion in its business.

Imperial Life Booklets Printed by Rous & Mann, Ltd.

Two of the plates reproducing Imperial Life booklets in last month's Marketing were prepared by the Mortimer Company for their house organ. It should have been made clear that the original printed matter was the product of the Rous & Mann Co., the excellence of whose work was given a most unique and gracious acknowledgment by the Mortimer Company in commenting on Imperial Life advertising in their house organ, "The Thinker."

In announcing their removal to their new building, Rous & Mann Limited distributed an etching reproduced in artist proof style, emphasizing the artistic character of the production.

VOLUME ADVERTISING CANADIAN MAGAZINES, Jan., Feb., Mar., 1919

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies.	Foods, Confections, and Beverages.	Household Supplies.	Household Equipment	Music and Instruments.	Toilet Specialties.	Wearing Apparel.	Financial, Insurance, Government, etc.	Proprietary Remedies.	Not otherwise Classified.	Total Agate Lines Advertising.
Canadian Courier	7	728	5,394	5,562	2,270	3,124	785	2,685	168	8,738	734	12,426	41,886
Canadian Home Journal	3	800	2,293	11,625	3,369	3,218	2,018	8,717	6,240	3,432	2,297	5,298	48,507
Everywoman's World	3	800	2,905	7,975	3,109	3,083	3,849	9,443	6,590	2,513	6,069	8,332	53,868
Maclean's Magazine	3	700	8,406	9,536	2,199	4,777	4,168	9,625	3,976	4,149	2,096	25,273	74,205
Western Home Monthly	3	720	1,616	8,278	970	2,320	5,178	3,640	3,191	6,887	7,744	16,723	56,547
World Wide	13	636	861	504	70	580	...	160	2,157	8,200	543	2,880	15,955

VOLUME ADVERTISING CANADIAN FARM PAPERS, Jan., Feb., Mar., 1919

(By principle classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING).

Publication	No. of Issues.	Autos, Tractors, Accessories, Supplies.	Dairy Equipment and Supplies.	Farm Implements and Machinery.	Farm Equipment.	Seeds and Supplies.	Household and Personal Supplies.	Stock Foods and Remedies.	Financial, Insurance, etc.	Classified.	Government.	Not Otherwise Classed.	Comparative Totals Com'l Advertising.	Live Stock Advertising.	Proprietary Remedies.	Total Agate Lines Advertising.
Nor' West Farmer	6	35,065	4,905	20,957	20,268	14,498	30,407	4,825	11,141	6,395	7,306	21,766	177,533	21,723	1,165	200,421
Farmers Advocate (London)	12	24,665	5,941	17,435	39,922	19,073	24,886	10,797	8,079	1,919	9,061	8,690	170,468	44,916	218	215,602
Farmers Advocate (Winni'g)	13	22,322	6,059	21,684	22,780	12,594	29,486	6,861	7,436	2,768	8,973	23,220	164,183	14,983	140	179,306
Canadian Countryman	13	12,608	4,580	10,550	34,818	14,375	18,155	9,093	10,628	652	10,452	11,380	137,291	13,049	675	151,015
Farm and Ranch Review	6	21,197	4,559	13,772	14,719	9,818	15,948	5,347	7,396	2,039	6,248	20,181	121,224	22,068	716	144,008
Farmers Magazine	6	19,155	2,939	11,081	19,715	5,372	20,189	3,840	3,099	496	7,588	5,710	99,384	1,375	1,794	102,553
Farm and Dairy	13	9,442	6,454	8,399	23,878	9,847	8,260	7,821	4,056	782	10,638	6,815	96,392	30,758	....	127,150
Canadian Farm	26	10,046	2,856	6,036	16,659	4,755	13,396	3,715	2,561	1,775	11,794	16,828	90,421	16,764	6,553	113,738
Maritime Farmer	6	3,627	2,304	6,613	9,758	10,866	14,026	10,113	1,528	409	5,968	7,424	72,636	6,052	5,126	83,814
B. C. Farmer	3	1,041	1,223	3,632	1,540	4,326	4,810	2,117	1,143	244	1,485	4,944	27,205	1,702	851	29,758
Ottawa Farm Journal	25	17,904	4,083	12,488	35,354	13,134	62,919	10,833	2,284	21,856	10,604	30,921	222,380	18,856	21,902	263,138
Mtl Herald & Weekly Star	13	13,370	4,166	13,287	26,539	15,634	57,747	11,364	11,346	23,415	4,934	26,245	208,041	518	27,571	236,130
Free Press Prairie Farmer	13	6,142	631	6,689	7,771	7,029	24,663	1,208	7,687	12,046	6,263	32,031	112,160	3,596	22,110	137,866
Weekly Witness (Mtl.)	12	500	476	5,273	3,602	2,707	6,037	3,025	1,721	13,074	4,987	4,199	45,597	569	8,682	54,848

NOTE; Figures for **Grain Grower's Guide** could not be included because of missing issues which were not obtainable up to time of going to press.

HANDLING THAT HELPS SALESMEN

What salesmanagers do to develop their men, help overcome their weaknesses and strengthen their strong points. Importance of keeping them in close touch with the home office, and home office in intimate touch with their work. Fourth of the series of reviews of sales management practice

Prepared for MARKETING by J. C. KIRKWOOD

"WHAT do you think of letters from the house?" an old-time and thoroughly good salesman was asked.

"Well, there are letters and letters," he said. "The letters that help a man sell are the same kind of letters that make a man feel good when he reads them. I like to get some kind of letters, no matter whether they're from business friends or personal friends—because they are full of things that interest me."

Salesmen are generally most sensitive to criticism and as susceptible to compliment as a budding debutante. But what hurts them more than anything else, and hurts their productive power very seriously, is neglect.

"I'm as lonesome as a kitten which has lost its mother" remarked a salesman who had a fit of the blues. "Haven't had a letter from the house in ten days. Suppose they think there isn't anything to write about, but why don't they acknowledge my orders and tell me I'm doing bully or that they are disappointed in me or that the weather is fine or any old thing to let me know that they know I'm at work."

"Here I am away off in a strange city, several hundred miles from home," he went on, "where no one gives a hang whether I succeed or fail. All day I have to buck opposition. It gets pretty discouraging at times, but I wouldn't mind that so much if the house gave me a bracer every couple of days in the shape of a good, rousing letter. News from home—that's what I want. What's doing at the factory? How are the other boys getting along? Those are the things I want to know. I'm interested in that business. I'm working my head off to help it succeed and I would like to be kept posted on developments. Letters saying, 'Enclosed find expense check,' and without telling me whether or not I earned it, don't give me any vim with which to fight the day's battles."

The salesman voiced a common complaint. Men on the road, even old-timers, do get lonesome. They're playing a hard game, and a little encouragement from the house helps them to bear the brunt of the fight. For this reason many salesmanagers are finding it worth-while policy to write their men briefly at frequent intervals, and one long, really human, letter at least once a week.

THE KIND OF LETTERS TO WRITE

"I have had letters from the house—a lot of 'enthusiasm' thrown together—that were fine literary masterpieces." It is the Old-Timer speaking again. "They didn't interest me any more than letters from my old maid aunt. I have had others that made me sit up and take notice, and go to work.

"The kind of letters I like to get I don't get many of. If I was at the head of the house I would write a letter at least twice a week to the boys on the road. If I couldn't do it myself, I'd have somebody with authority in the house, and who knew what he was talking about, write these letters for me. But I wouldn't ask my salesmen to read the gushing kind of pillle of the average spell-binding bulletin-to-salesmen letters.

"I like to get letters that tell me what is going on in the house; what the factory is doing; what the competition is thinking about and doing; what the market conditions of raw materials are; how the war is affecting our business as a whole; whether prices are expected to go up or down; what the labor situation is; how things in general are. Most heads of firms forget while a good salesman is probably more vitally interested in the success of the house than almost any other employee can be, yet, on account of being gone so much of the time, he does not have nearly enough of the first hand knowledge he should have. If a salesman is worth having at all, he is worth being taken right into the confidence of the house and given a chance to know what is going on. I can work twice as hard and twice as sincerely when I know what I am talking about. A good salesman these days, especially a man working a regular monthly or six week territory must do more than just show samples and quote prices. If he knows things about the business, he can convince the dealer that he is more than just an order taker.

LETTERS SHOULD KEEP MEN INFORMED ABOUT THEIR LINE

"A man who has been with a house several years is expected by the better class of trade to really know not only his line but something about his business in general, and where is there a better place to learn those things than through the right kind of letters from someone in the house who knows the facts?

"Do you know why most of us are backward in talking up advertising? Well, do you know that the old man himself didn't know anything about this combination of advertising and merchandising and marketing until he got in touch with advertising men who knew that subject? It took him some time to get the hang of it himself—to really understand it so that he could enthuse over it sufficiently to put his money back of it. Now, we on the road can't get out and enthuse over a thing like that when we don't know much about it. Just a portfolio and a lot of proofs and a letter from an advertising manager that these advertisements are going to create tremendous demand don't give us the real underlying facts that an honest and conscientious business man must have before he can go out and talk those things as they should be talked. Some houses think that their salesmen are antagonistic to advertising or simply too lazy to talk it up, but the truth is that those salesmen have never had the meat of the case, they don't know the why of the house's advertising policy and they don't know how to talk it. Consequently, they follow the lines of least resistance and talk the line in the old way—price, competition, quality and service. Let the head of the house or someone who knows give us a chance to get onto the inside of some of these things and we can talk them to better advantage.

LET SOMEBODY IN REAL AUTHORITY WRITE LETTERS

"There's another thing. There is not a salesman but what likes to get a word, now and then from the 'old man' or somebody else who is right up toward the head of the line. Properly or improperly, a good salesman feels that he is one of the most important factors in the business scheme of the firm and he can do twice as much if he gets a little recognition now and then. Too often the big men in the firm are so close to the details and all those things seem so familiar to them that they forget that there is a man on the road, just as interested as they, yet who walks around in the dark half the time. Just prices and samples get prosaic. The bigness, the glamour and the romance which either is apparent or exists latently in any business is just the thing which not enough salesmen are enabled to realize, yet those very elements, properly presented to the men on the road, would go a long way to stimulate a salesman to greater effort.

"Consider this: naturally, the salesman does not run into armsfull of praise about his line. He hears criticisms, adverse comments, the praise of competitive articles, hears them day after day. He goes along combating those things and gradually they wear on him and he has some poor days. Those are hard and trying times for the best salesman. At such moments, a sharp, caustic comment from somebody around the house could hardly be expected to brace him up, put new red blood into his veins and send him out of full strength and new courage. Yet, just when a man needs encouragement of the right kind, he often gets the unpleasant comment. By this I don't mean that when we have our slumps that we should get soft soap but I do say that thousands of firms would save thousands of dollars annually and also save for themselves the services of many good men, if, when those men are hitting the tough places and are in the slump, someone up near the head of the house would know how to write the proper sort of letter.

"I know that if, when I'm going bad, I could drop into the house for a few hours, go to lunch with the old

man and get him started on his favorite subject which is the superiority of our line, I could go right out and run into the worst conditions and do business. But the old man forgets that when I am out on the road. Then I probably get a letter from some youngster who remarks about, 'take a firm grip on things and bounce a rock off their heads—we absolutely must have better results.' Some of these days the house is going to make it a point to write me a letter each week which will come to me like a copy of the old home town weekly and which will tell me all about things, will give me a little of the real, deep down spirit of the house and will start me out again to get the business in a big way. A letter like that, to read every Sunday, full of things any salesman wants to know, will surely start me out Monday morning for a record-breaking week. I am looking forward to the time when I will get letters like that."

An occasional salesmanager is opposed to this policy of "coddling" as he terms it, holding that salesmen should not be bottle-fed, but should be able to get along without frequent letters and bulletins; communications from the house being limited to matters of special importance only. As for compliments — such evidences of approval should only be expressed on rare occasions.

But the experience of the great majority of successful sales managers has been that the closer the house can get to its men through the medium of letters, bulletins or personal conferences, the more satisfactory the sales results are found. It is not the part of wisdom to leave salesmen 'on their own,' to find out anything they ought to know, shift for themselves, and assume the entire responsibility for results. This sort of a sales force, of course, requires and gets no management at all. They get the feeling that the house is working in opposition to them—daring them to make good in spite of it.

It is no new thing to say that salesmen are temperamental. Some of them are more so that the proverbial grand opera singer. Their occupation is one which draws upon their nerve force constantly—one which denies them the companionship without which many office men would fail. They need friendly encouragement from headquarters, weekly or oftener—daily, in the opinion of some sales managers.

One successful salesmanager expresses his views as follows:

"I have always taken a particular pride in keeping our boys primed to the minute with correct and accurate information in so far as our facilities for giving it to them permits. I feel that salesmen are vastly more capable of getting results if they have the knowledge that the house is alert to every change in conditions and that, in turn, the information is flashed to the firing-line without undue delay. Salesmen do not like to learn of developments in their line through the medium of competing salesmen or from customers who have been posted on the market, either by verbal notice from the enemy or as a result of information contained in the trade press.

Need of Trade News From the Office

"The salesman who has his house behind him with up-to-the-minute data on the market is the one most highly respected by the buyer and therefore the more likely to be favored with business. The salesman who is ever in doubt as to what is going on behind the scenes in his line must necessarily be weak in presenting his case. He can never be quite sure whether his customer may know more about primary market conditions than he does, and he, therefore, is not imbued with that degree of confidence which a salesman should have in order to sell successfully.

"I am one of those who believe in the daily letter to salesmen. It's easy enough to write after you get used to it, and certainly my experience indicates to me the great wisdom and profit of the practice. At one time I worked for a house where the salesmanager didn't believe in writing letters unless he had to. I have had periods as long as ten days without a word from headquarters. Had I found even a few lines every other day, and those of a helpful, interesting and encouraging character, I would have been able to go along with my work with a great deal more zest and pleasure. Men on the road are better producers when they are made to feel that there's someone at the home office who can mail them a cheery smile daily.

"I have always sought to make my letters instructive as well as stimulating. I don't let the instruction part take up too much space, however. If there is quite a mass of information to be transmitted I let a regular bulletin take care of the case, making special mention in the letter as to the importance of reading it carefully. I'm no wizard to evolve new plans, but I have succeeded, not infrequently, in stirring our boys to work out new selling plans of their own which have been passed around to the entire organization when proved to be meritorious. Of course, it is not by any means always practicable or convenient to write full-sized letters to each individual salesman, but the same result is possible of attainment by daily preparing certain paragraphs which are applicable to our general sales problem. I frame them so that each man feels that they are designed for his particular benefit.

"When our boys step up to the hotel desk to get their mail I want them to find my hearty handshake, encouraging word and friendly counsel awaiting them in letter form, just as it always awaits them when they are 'in' from a trip. There are times, of course, when my letters must discuss facts plainly, yet even in such letters the chiding is sought to be done in such a manner as to avoid discouraging or angering the recipient. Many a salesman has been spoiled for days because of lack of thought on the part of the home correspondent. To be unjust in a letter to a salesman or sarcastic in tone may stir up the poison of anger in his mind so that the expected result is defeated—the salesman who is in such a state of mind cannot do good work—it simply isn't human nature.

"Perhaps I have carried my idea of daily letters to an extreme, but I feel well fortified by the loyal organization which has been gathered together. They work as a unit and the consequenquence is well known to those who have watched their work in our particular field.

"These letters to our men have the right of way over all other correspondence in my department. Great care is used in matching route lists with mail movements so that there may be the minimum of disappointment in making our letters connect with the men. I am always glad when I can have it arranged so that my letters will reach their destination in time to say 'Good morning' to the man addressed. It makes a good start for the day if I've given the proper turn to my letter.

Check up on Business Conditions

"Besides making the letters stimulating, encouraging and informative, the men are informed about what we are saying to and doing with their customers. They know the contents of every letter which has been sent any of their customers since their last call. The rule throughout all the departments of our business is that whenever a letter is written to a customer upon any subject whatsoever a tissue copy of that letter must be made for the salesman and transmitted to the sales department not later than 9.30 a.m the next day, and, where possible, the same day it is written. These letters are cleared, either over my desk or one of my assistants. We determine whether the matters discussed are of sufficient importance to pass the letter forward to the man concerned. Those letters which appear to warrant that treatment are filed in a special file kept for the purpose, a metal flag is clipped upon the customer's card in our card system, and when the salesman next sends in his route list covering that point the letters come forth automatically and reach him shortly prior to his call, thus insuring his being freshly posted on the facts desirable for him to know. There are some copies of letters which are not so filed—when a dispute or misunderstanding is in process of adjustment and the sales department believes the salesman can assist in the settlement of the case he receives his copy immediately. Another advantage of this system lies in the fact that the sales department is thus enabled to keep its finger upon the pulse of the business and frequently can head off troubles which might easily lead to the loss of customers.

"Of course, copies of letters from the sales department to customers are also furnished to other departments interested, so that we give the credit, shipping and advertising departments their opportunity to get after us in case we fail to handle our end of the correspondence in accord with their view of the situation.

"One thing more: I never fail to express my most sincere appreciation for orders which the boys send in. I have had salesmanagers argue with me that orders are what the men are hired to get and that the men should not expect to be praised for doing their manifest duty. Thanking a salesman for the orders he sends in is not '*praise*'—it's common, everyday, ordinary courtesy and politeness—and salesmen are peculiarly amenable to the influence of friendly appreciation of their work as evidenced by '*thank you!*'"

Developing Backward Salesmen

Every salesman has a certain amount of latent ability and energy. We find innumerable instances of where sales have been increased in a single year from 25 to 40 per cent. as a result of systematically developing salesmen. Several firms have made use of self-analysis charts for helping salesmen correct their weaknesses. These re-

quire the salesman to make his own estimate of his negative and positive qualities. It has the virtue of putting before the men the qualifications of a successful salesman, and causes them to realize more fully their shortcomings.

An analysis of reasons for failure among salesmen indicates that ninety out of every hundred near-successful men could have held their positions, had they realized the value of time. It is an ever-present problem with sales executives to bring home to their men the great value of time and to get them to utilize every working minute. This problem is particularly acute in some lines, especially where men feel that they are, in a sense, in business for themselves, and that their time is their own. Any plan that will impress salesmen with the fact that they are not making the best use of their time, or that time is to them what capital is to a banker, is of more than usual interest.

One such plan which has achieved marked results is that used by a life insurance company, and with certain changes wcould be used in almost any organization. This company uses a time-record card, pocket-size, ruled so that it shows, side by side, the work a salesman does each day, and what he has to show for it. The lines across the card provide a space for every day in the week to show the following information:

Hours worked in the morning.
Hours worked in the afternoon.
Total hours for the day.
New calls.
Prospect calls.
Total interviews.
Prospects secured.
Business written.
Paid business reported to manager.
Commissions earned.

At the end of the week these cards are returned to the superintendent, who later returns them with comments and suggestions for change in method. The reason for the card is printed on the reverse side as follows:

The object of this daily record is to help *you* increase *your own efficiency*. You should not only "know thyself" but *know thy work*. As your own employer you must be *exacting*—demand an accurate daily accounting of *every hour of your time*. Be systematic in your method—persistent in your efforts and you will be surprised at the gradual but positive increase in your remuneration.

Endeavor to work according to the following memoranda as a basis for your *minimum* business:

6 working days per week, 6 interviews (not calls) per day ÷ 36 interviews (not calls) per week = 144 interviews per month (26 days). 144 ÷ 2 = 72 Favorables, 72 ÷ 2 = 36 Hopefuls, 36 ÷ 2 = 18 Probables, 18 ÷ 2 = 9 written. Average policy $2,000. Result $18,000 per month (26 days). Average premium $35 per $1,000. 12 months paid for production $216,000. Premiums $7,560. Average commission 50 per cent., 12 months' Income $3,780.

Do not fail to file a copy of this card with the Manager next Monday.

In sending these cards to salesmen the following letter, pointing out the value of keeping these records, is also sent:

Dear Smith,

How much time did you actually turn to account in your business last week? You can't tell. Yesterday? You're not sure. The fact is that you are in the habit of spending your time carelessly and without calculation.

Do you spend your money in the same manner? Hardly, and yet time is your WORKING CAPITAL. Its value is inestimable. Let us suppose you spend six hours a day in canvassing. This is certainly less than you should, and probably more than you do.

It is a safe surmise that one hour of your short day is consumed uselessly. One hour wasted each day means a day wasted each week. One day a week will mount up to fifty-two days, or two months, in a year!

The truth is, that you fritter away at least one-sixth of your time, and virtually curtail your income in the same proportion. You never realized it, but it is a fact. When a business man discovers a leakage in his receipts he puts in a cash register, or establishes a system of cost-keeping. It is just such a remedy that we are supplying you.

The same company uses what it terms a "detective card," with columns entitled "approaches," "gained attention," "created interest," "attempted to close" and "closed." The explanation on the back of this is:

"The Detective" is to be used in conjunction with the "Record Card."

The "Record Card" is the account of your expenditure of time.

"The Detective" is the exposure of your weak and strong points.

It will show you what you do and what you fail to do in each particular interview.

If you are poor in the approach, good at creating interest, or slow in attempting the close, "The Detective" will clearly show it.

With the aid of this infallible indicator you may remedy your defects and take full advantage of your strong points.

Record each approach, indicating by the appropriate figure whether it is a first, second or third call. Crosses in the respective columns will tell the rest of the story.

Use one card each day. Once a week,—or more often, if desirable—submit the cards to your agency director, who will examine and discuss them with you, and give you practical assistance in working out any changes in your canvass that "The Detective" may seem to call for.

What to do with the discouraged salesman, or the jumping-jack type who follows wild tips and "hunches", instead of working each town or district systematically, or the know-it-all type, or the salesman with loose personal habits, or the salesman who must be told over and over again, or the chap who is a good talker but a poor closer, the tricky salesman, the knocker, the man who talks too much, and so on—all offer problems for the modern sales-manager, each calling for different treatment. Possibly from your experience you can tell the readers of MARKETING of a good way to handle some of these types of men.

But in almost every sales organization there seem to be men who have reached a stalemate. They are getting all the business that can be secured in that territory. They know the territory thoroughly, and seem to be selling about everybody who can be induced to buy. Should we be content if they holds their trade and earns their salary?

Some firms make a practice of shifting salesmen from one territory to another. These argue that it is possible for a salesman to know his territory *too well*. He knows every customer and every prospect, also those who are not prospects. A new man doesn't know the prospects who can't be sold—so in a surprising number of cases he makes them customers. Most salesmen are better off in new territory when they are selling well known goods. The salesman in the strange territory is less likely to go stale. He has fewer friends to keep him away from his work, and his sales are made on salesmanship and not on friendship. This may not be so true in selling unknown goods, but people will buy known goods from an unknown man. If the goods are unknown it is more necessary to use salesmen who are known.

In the next article we will deal with another phase of this topic reviewing competitive methods for spurring salesmen to greater effort.

"Faith in Advertising"

Many earnest proponents of advertising ask people to have "faith in advertising."

These same advocates would not think of urging "faith" in letter writing —"faith" in telephoning—or "faith" in any other method of thought transference.

Advertising is one means of conveying messages.

The message itself may be what you will; it may inspire to heroism or lull to sleep, and advertising, like the telephone, will carry either.

Any magazine or newspaper carries advertising which results show to be "good advertising," and the same identical issue of the same publication will also carry "poor advertising."

The publication is identical, the reader is the same, the difference, therefore, must lie in the message and its presentation.

When you have a message to convey by advertising, employ an advertising agency with ability and experience to prepare that message.

Put your "faith" in the message.
—*Butterick.*

Advertising for Majic Dye Soap Flakes has been prepared by the Baker Advertising Agency and is now going out to a list of papers throughout the country.

The advertising of Gunn's Limited, packers, Toronto, has been placed with the J. J. Gibbons advertising agency. Some new advertising is being planned on a more extensive scale than formerly.

OVERDOING THE YOU

Another talk about letters, showing that the too-personal kind often miss fire

PROMINENT in the advice of most correspondence experts is the admonition to avoid the "we" this and "we" that in form letters, substituting the "you" note making it more effective, they say.

But this "you" business can easily be overdone. Very often the too-personal letter misses fire. Unless each letter is actually personally-dictated you've got to fight shy of statements which do not apply to all to whom the letter is addressed. This means that you have to talk largely in generalities. Get too close with one man and you'll miss fire with the others. And generalities are seldom the best sales arguments. Imagine a dealer picking up a letter starting out:

> "Our salesman advises us that you are unable to sell our line because it is too high-class for your trade—now we want you to consider for a moment our reasons for thinking you can,"—

or words to that effect. Possibly no salesman ever called on him at all, for salesmen have been known to make mistakes in sending in reports. But suppose one of your salesmen had called. This approach only reminds the dealer of his reasons for turning down the salesman. Is it good salesmanship to do this? You put an objection in his mind, and make harder the task of convincing.

An experienced salesman in action is generally careful to avoid any suggestion of argument. Put it up to him to contradict you, and if he is wise he'll pass it over with a story about some one else who was in your position, bought his goods, and lived happy ever after. But he won't contradict you in a way that gives you a chance to come back at him. Not if he is skilled in the arts of salesmanship. Nor will he put himself in the critic's role of passing judgment on your business methods.

The easiest way to avoid challenging the prospect in a letter is to talk of 'parallel cases,' either specific or general, so long as they are parallel. It is human nature to apply to ourselves things we hear or read about—"taking things personally" it is sometimes called. We are interested in the experiences of others, particularly if they are comparable with our own or hold a moral for us.

Apply this to the situation suggested by the opening words of the letter quoted above and our letter would start off something like this:

> Four years ago a retailer in a large Eastern city said he couldn't sell high-grade black silks.
>
> People wouldn't pay the price.
>
> We asked him to try.
>
> He did.
>
> We worked together.
>
> First year he purchased $350.02 worth of these silks.
>
> Second year he purchased $1,234.07 worth.
>
> Third year he purchased $3,987.18 worth.
>
> And last year his purchases were $7,444.55.
>
> But that's in a fairly large city.
>
> We're helping merchants in small towns, too.
>
> For example, etc.

and we go on to quote an example that fits, and close up with a little straight selling talk, inviting an inquiry, request for samples or for salesman to call.

Now do you see how that avoids any reference to past failures to sell him, or to previous letters unanswered. The letter stands right up on its own feet from the first paragraph, and is so worded that no matter how complicated the dealer may imagine his own problems to be, or how little he may think you know about his business, the effect of the letter is not weakened. The letter rings true if founded on fact, and will undoubtedly be read because it deals with experiences of dealers in the same "boat" as the one who gets it.

Another way of handling a similar letter would be to resort to the old trick in editorial writing and in political speaking—that of putting yourself in a class with the reader. A "you" changed to a "we," a "yours" written "ours," can be made to carry with it a feeling of comradeship that has a friendly hand-clasp. There is something to be gained very often by stepping down off the pedestal that one sets up for himself when "you-ing" the crowds, to throw off that superior know-it-all attitude and make the prospect feel that you are in the same boat with him. Again applying it to the same situation, it might work out something like this:

> We were not dead sure, ourselves.
>
> We felt that a high-grade line of black silks should sell—but were not *sure* that they would.
>
> So we tried them out.
>
> We gave them every chance to make good, got a good showing for them. And from the very begininng we met with encouragement.
>
> That was four years ago. First year we sold ——— yards, second year sales through the same stores were ——— yards, plus ——— yards sold to other dealers whom we were able to interest. Last year sales were ———, etc.
>
> We suggest you do like we did—and like dozens of stores have done since then. Give these black silks a trial. Start with a piece of the 34-inch at ———, or the 27-inch ——.
>
> We'll work with you to make your trial as successful as ours proved.
>
> Shall we send you a piece?

If you have tried strategy of this kind in your letters will you send MARKETING examples of them?

* * *

Canada Largest Foreign Buyer of American Motor-Cars

Bought in 1918 nearly one-fourth all motor-cars exported by the United States.

DURING 1918 Canada was the largest foreign buyer of American passenger cars, purchasing 8,543 cars for $7,141,406. Australia was second, 3,826 cars for $3,271,317, and Japan third, 2,699 cars worth $2,877,692. Canada led also in the purchase of motor car parts, not including tires and engines, to the value of $11,617,194; England was second with $6,951,699, and France third with $5,069,426.

France purchased more commercial automobiles in 1918 from the United States than any other country, buying 3,356 cars worth $12,920,029. England came second with 2,080 cars worth $5,999,541, and Canada third with 1,596 cars, valued at $2,035,464.

Total exports from the United States were as follows:

	Number.	Value.
Commercial cars	10,308	$26,811,952
Passenger cars	36,936	36,278,292
Parts, excuding tires and engines		33,607,050
Totals	47,244	$96,700,294

FARMERS BUY MOST OF THEM.

The majority of the automobiles that are used in Canada are going to the farmers. Only a quarter of the cars in the Dominion are owned in the fourteen leading centres. It is estimated that the farmers are buying over sixty per cent. of the cars that are now being marketed. That the majority are going to the rural communities is established by the following table, computed by The Monetary Times, which shows the percentage of cars used in each Province, owned outside the centres of 5,000 population and over:

	P.C.
Nova Scotia	53
New Brunswick	72
Prince Edward Island	53
Quebec	42
Ontario	50
Manitoba	59
Saskatchewan	86
Alberta	74
British Columbia	34

NUMBER CARS NOW IN CANADA.

The following figures from the 1919 LYDIATT'S BOOK show the total registration of automobiles, including commercial trucks but not motor cycles, in the different provinces and principal cities and towns in Canada for the year 1918, as compared with 1917. The increase in the use of pleasure cars in Canada, even through the war years, is really remarkable, and must be accepted as a striking indication of the purchasing power of the people. The

total registrations in all provinces for the past five years follows:

1914	61,058
1915	81,799
1916	103,161
1917	186,221
1918	246,290

And here are the figures by provinces and cities for the years 1917 and 1918:

	Total Registered 1917	1918
Alberta	21,006	24,375
Calgary	2,663	2,791
Carmangay	204	239
Champion	241	255
Edmonton	1,648	1,927
Gleichen	269	275
Lethbridge	589	608
MacLeod	283	314
Medicine Hat	570	587
Vulcan	262	327
British Columbia	11,269	*13,500
Nanaimo	236	*276
N. Westminster	443	*511
Vancouver	4,639	*5,332
Victoria	2,008	*2,247
Manitoba	17,831	22,950
Brandon	674	750
Neepawa	197	229
Portage la Prairie	279	388
Winnipeg	6,222	7,155
New Brunswick	4,898	6,800
Fredericton	109	377
Moncton	335	362
St. John	899	1,008
Nova Scotia	5,297	8,341
Amherst	294	409
Halifax	656	1,126
New Glasgow	283	397
Sydney	311	419
Truro	252	301
Yarmouth	224	285
Ontario	75,996	107,489
Aylmer	241	372
Barrie	203	309
Belleville	493	608
Blenheim	294	427
Brampton	233	286
Brockville	204	278
Compbellford	219	355
Chatham	661	735
Dunnville	212	257
Ft. William	267	346
Guelph	416	522
Galt	479	530
Hamilton	3,244	4,894
Ingersoll	311	417
Kingston	612	1,299
Kitchener	647	934
Leamington	276	436
London	1,696	2,681
Napanee	246	377
Niagara Falls	424	621
Oakville	234	296
Orillia	225	325
Oshawa	277	336
Ottawa	1,687	2,809
Owen Sound	334	426
Paris	222	295
Peterboro	565	712
Picton	292	353
Port Arthur	221	295
Ridgetown	195	226
St. Catharines	783	1,265
Ontario—Continued.		
St. Mary's	199	240
St. Thomas	572	802
Sault Ste. Marie	296	408
Simcoe	280	337
Stratford	485	660
Tillsonburg	224	325
Trenton	273	340
Toronto	16,090	23,301
Walkerville	272	533
Waterloo	196	281
Welland	416	544
Windsor	1,133	1,913
Woodstock	397	459
Quebec	18,423	26,977
Hull	156	180
Lachine	214	340
Montreal	7,905	11,369
Sherbrooke	637	1,140
Three Rivers	203	280
Prince Edward Island	285	588
Charlottetown	134	182
Saskatchewan	31,216	35,270
Estevan	226	246
Leader	212	267
Maple Creek	228	280
Moose Jaw	818	1,000
N. Battleford	200	230
Prince Albert	218	250
Regina	1,411	1,720
Saskatoon	1,225	1,445
Swift Current	350	390
Weyburn	298	350
Yorkton	287	400

*estimated.

CANADA'S VICTORY LOAN RESULTS

Final figures for Provinces and principle Cities. Some remarkable records.

THE plans for the forthcoming Victory Liberty Loan Campaign in the United States lend new interest to the final figures for Canada's Fifth Victory Loan of last December, recently issued. We quote by permission from a most comprehensive booklet of statistics compiled and issued by A. E. Ames & Co.

The results in some of the cities are also significant, and will afford an interesting comparison with American cities of similar size. The results of the last U.S. Liberty Loan in a few American cities are of interest in this connection.

1918 VICTORY LOAN RESULTS

SOME CITIES OF THE DOMINION.

	TOTAL AMOUNT
Calgary	$ 5,547,200
Charlottetown	1,200,000
Edmonton	2,393,250
Halifax	8,685,650
Hamilton	18,230,450
Lethbridge	1,440,550
London	9,116,150
Medicine Hat	1,075,000
Montreal and Isle	146,302,250
Moose Jaw	2,100,000
Ottawa	13,631,300
New Westminster	1,307,600
Regina	2,750,000
St. John	6,500,000
Toronto	147,943,000
Vancouver	15,000,000
Victoria	6,500,000
Winnipeg	29,299,450

SOME CITIES OF ONTARIO

	Total Amount	Per Capita	Total No. of applica'ns	Ratio
Belleville	$ 852,450	$ 70.57	2,519	4.79
Brantford	3,016,850	113.41	6,750	3.94
Chatham	750,000	53.79	2,500	5.58
Fort William	2,004,000	106.31	4,034	4.67
Galt	1,932,800	162.15	2,798	4.26
Guelph	1,860,550	116.12	4,211	3.80
Hamilton	18,230,450	174.62	41,516	2.52
Kingston	3,146,550	141.32	4,226	5.27
Kitchener	1,725,000	89.01	4,125	4.70
London	9,116,150	159.09	13,359	4.29
Niagara Falls	1,282,650	109.49	5,734	2.04
Ottawa	13,631,300	135.55	19,481	5.07
Peterboro	1,600,000	80.74	4,500	4.40
Port Arthur	1,330,000	87.36	3,204	4.75
Sarnia	1,886,300	153.07	4,165	2.96
S. Ste. Marie	3,067,400	239.10	6,796	1.88
St. Catharines	3,964,050	221.25	3,874	4.63
St. Thomas	1,463,450	85.00	5,216	3.30
Stratford	1,275,000	73.40	4,500	3.86
Toronto	147,943,000	321.25	201,487	2.28
Welland	1,961,450	175.98	6,463	1.72
Windsor	2,824,500	106.49	7,207	3.68
Woodstock	1,100,450	109.60	2,479	4.04
Grand Total	$225,964,350	$215.21	292,331	3.54

COMPARISON OF VICTORY LOANS, 1918, BY PROVINCES

Province	Populations Census 1911	No. of Applications 1918	Ratio of Applicants to Population 1918	Amount Applied For 1918	Per Capita Application 1918
Alberta	374,663	56,813	1 in 6.59	$18,979,250	$50.71
British Columbia	419,473	80,315	1 in 5.22	36,633,900	87.33
Manitoba	455,614	86,972	1 in 5.23	44,030,700	96.64
New Brunswick	351,889	31,957	1 in 11.01	17,002,550	48.32
Nova Scotia	492,338	61,040	1 in 8.06	33,221,550	67.47
Ontario	2,523,274	542,648	1 in 4.65	336,055,350	133.11
Quebec	2,003,232	116,822	1 in 12.38	180,363,450	90.04
Prince Edward Island	93,728	5,406	1 in 17.33	3,011,050	32.13
Saskatchewan	492,432	77,323	1 in 6.37	26,072,450	52.94
TOTALS	7,206,643	1,104,287	1 in 6.53	$695,390,250	$96.49

RESULT OF LIBERTY LOAN, 1918

A FEW BORDER CITIES IN U.S.

	Total Amount	Per Capita	Total No. of applicat'ns	Ratio
Albany	$ 15,900,000	$152.88	37,000	2.81
Buffalo	65,700,000	140.38	184,000	2.54
Detroit	91,847,400	160.63	246,827	2.31
New York	1,482,000,000	264.64	1,657,000	8.52
Newark	59,800,000	119.60	79,000	6.33
Rochester	32,024,350	125.09	126,689	2.02
Syracuse	20,500,000	151.18	50,000	2.70

THE MONTH'S ADVERTISING

A review of the more noteworthy advertisements appearing in Canadian mediums, as a record of advertising activities and tendencies.

By Observer

IT is a satisfaction to learn that you liked our comment in last month's MARKETING, and it is hoped that our remarks will prove more than merely interesting, to some readers, at least. The purpose is to carry in these pages from month to month a record of current advertising, or such of it as attracts our notice, along with some comment, either favorable or otherwise, which we will try to make constructive and helpful.

The reappearance of automobile advertising during the past month calls for some mention in this issue, particularly in response to a subscriber's request that we express an opinion of the motor-car advertisements now running.

Past years have seen many different kinds of motor-car advertisments, probably more different kinds of copy than there have been different kinds of cars. Many and various have been the theories about the kinds of copy most effective in selling automobiles—and doubtless all of them have served a purpose, if none other than to teach the advertiser what to avoid in future. This may explain the impression we gather from many of the advertisements of automobiles seen recently—they avoid saying so many things that it seems might be said. Some of them, in fact, say little or nothing which we feel would be likely to interest the prospective spender of $1,000 to $5,000.

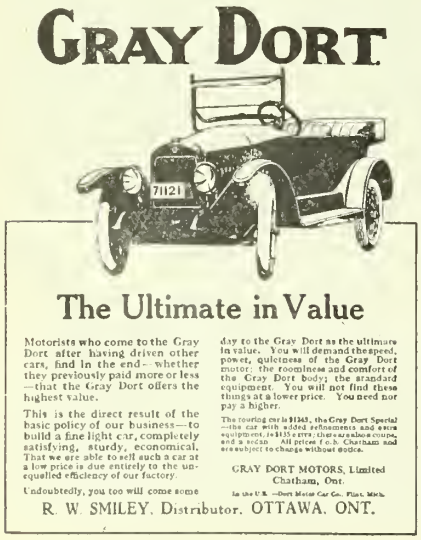
Several years ago we had occasion to review some of the different types of motor-car advertisements. In our opinion the ads of four or five years ago were much superior to most of what we see nowadays. As we recall them, they dealt with the features of the cars at greater length and in more specific detail. There were ads which pictured and described the pleasure of motoring (are they no longer necessary?) and ads which graphically described the car's mechanical features, ads arguing the importance of service and assuring buyers they would be well looked after; ads explaining the manufacturer's plant equipment as demonstrating his stability and ability to turn out a good car; and the frank appeals to snobbishness which have always characterized the copy of some makers, not forgetting those whose whole appeal was based on the personality or experience of some prodigy of the automobile world.

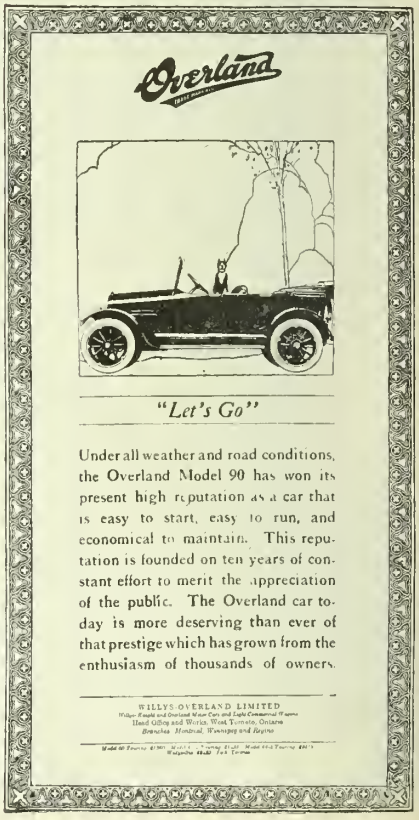
It may be that many of these advertisements gave people a wrong idea about motor-cars—that they were buying something which needed but the pressing of a button and an occasional dose of juice to run, something that would never need fixing. So that this may explain why manufacturers have, latterly, been more conservative.

Yes, we still have some of these types of advertisements—and we confess that they appeal to us as being by far the most convincing. The Chalmers copy which is reproduced, for example, is one of a series featuring the "hot spot." This will interest many men who have had experience with gasoline engines. From our experience we judge that there are many things which could be said about engines—if there are any engines which do not do the things we have known engines to do—or perhaps we should say: do the things which we have found some cannot be relied on to do. Is it not good policy to discuss mechanical details? It may be that many prospective motor-car owners would not understand what you are talking about—but they are getting fewer every day. Possibly more than half the cars bought this year will go to people who know something about engines, from previous experience. Do some manufacturers avoid this subject in order to avoid trouble? Or have their engines no points of excellence worth featuring?

The advertisements of the Gray-Dort, one of which is reproduced, are among those which seem to avoid any specific details. Perhaps this is the kind of copy they find most effective—it may be what the dealers want—or it may seem the best the advertiser can get. But as a prospective car-buyer we feel that these ads would fall short of interesting us in the Gray-Dort—because the name of any other car could be substituted, without other changes in the copy. We get the impression that the Gray-Dort lacks distinctive features. Why is it the ultimate in value; what are the added refinements and extra equipment referred to, why is it satisfying, sturdy and economical? Why bother to write this text at all unless it says something?

The Maxwell copy goes into more detail—the one reproduced dealing with appearance. Other advertisements deal with other features. They discuss points which are undoubtedly of interest to prospective purchasers, and read much like the talk we would expect the





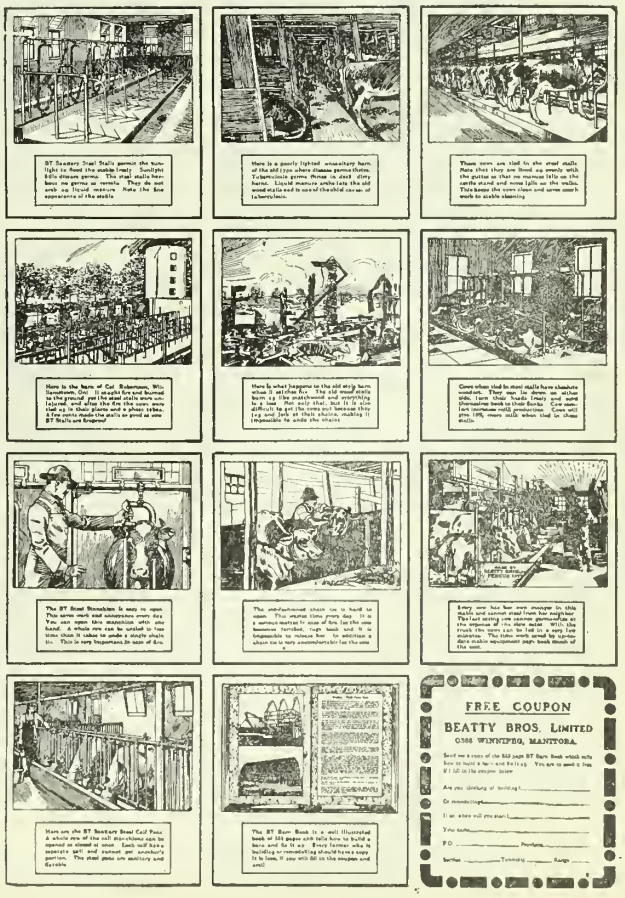
salesman to give us when we go in to "look 'em over."

The new Overland copy adopts a new style, very attractively displayed, and good publicity, though assuming that the public already knows all it needs to know about the Overland.

The McLaughlin advertisements are largely given up to pictures of the different models—and not very good pictures, at that. The lines of the car are confused in backgrounds crowded with the most minute detail. Though carefully drawn, a little different treatment would have strengthened the effect, greatly. In some of the large copy the type is so small as to be hardly readable. But, then, little is gained by reading it.

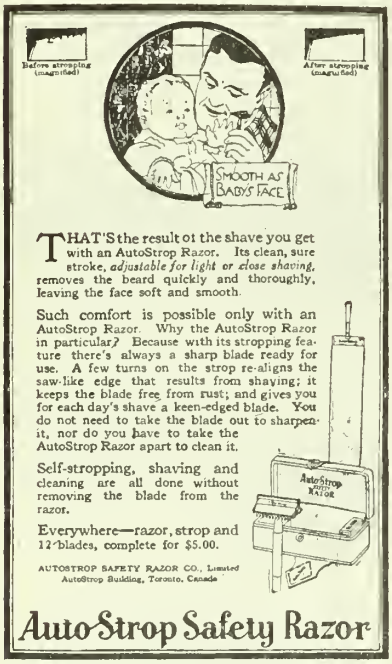
The Briscoe advertisement is more to the point. It pictures a hill with which many motorists are familiar—describes an experience with which practically every motorist is familiar—and declares that the Briscoe *will* do what every motorist wants his car to do under such circumstances. This ad "talks turkey" to the car-owner. It would be much better if set in a more readable size of type.

The small advertisement of the Gray-Dort was one used by a local agent, and is reproduced to illustrate the importance of furnishing local distributors with more suitable copy. A great many advertisements are run by dealers, apparently at their own expense, and almost invariably they are poorly displayed, poorly illustrated, and poorly written. This is not at all an unusual example. One would expect the manufacturers to be more awake to the opportunities for publicity of this character, best taken advantage of by offering distributors suitable cuts and copy, and encouraging them to use it.



The best executed illustrations we have seen in many a day are appearing in some of the tractor advertisements in the farm papers. This one in the Turner Tractor ad is a good example. It would be difficult to suggest any way in which this might be improved.

The Beatty advertisement, as run in most of the farm papers, and in some dailies, is easily one of the best ads of the month. We have not read the text—which, by the way, might just as well have been set in larger type—but the illustrations seem to tell a story, which we feel cannot fail to attract the



attention and interest of the farmer. We venture the guess that this advertisement has been a big business-getter for Beatty Bros. The farmer who can be interested in up-to-date stable equipment would not be likely to miss the appeal of this copy.

New copy appeared during the month for the Auto Strop Razor, one of the advertisements being reproduced. All we have seen have the same clean, smart, attractive appearance of this one.

Speaking of razors reminds us of several recent advertisements of the Gillette which can best be described as clever. One of them was called to our

attention by an advertising man who characterized it as the cleverest piece of copy he had seen in many a day. It "looked" like an advertisement for War Savings Stamps and argued that you could buy many stamps with the money saved by using a Gillette. The best Gillette advertisements we see are those appearing in Canadian papers. We wonder why the Gillette people in the United States and England do not take advantage of some of the striking copy hatched out by the Canadian end of their business.

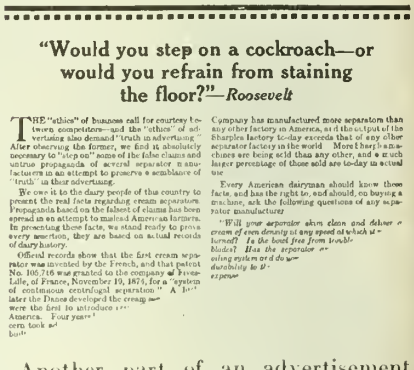
The Pure Gold people have recently broken into the columns of the daily newspapers and some magazines with some very nice looking copy for their jelly powders. And when you've said nice-looking, you've said a good deal for a food advertisement. The one reproduced is not the best of those seen.

The Old Squire copy was part of a well-rounded campaign to put this new brand of tobacco on the map. A vigorous sales-drive, including parades, window displays, posters, backed the newspaper advertising in focusing attention on this effort to introduce a

new product. It seemed to us that the ads might have more strongly emphasized the newness of "Old Squire."

The Brock Hat ad is one of a series of rather effective displays for small space. The young man in the one

reproduced does not seem particularly well pleased with his purchase—but then we can appreciate how rare are artists who can get expression into these figures. How well it can be done is shown by way of contrast in the part of the Eastern Cap ad which is reproduced. Doesn't this add a lot of selling value to the illustration—surely worth far more than any difference in the cost of the art-work.



Another part of an advertisement reproduced this month is that headed: "Would you step on a cock-roach—etc.?" This appeared in most of the farm papers, and caught the eye with its unusual question. Reading into the text we get the idea—which is the unfortunate necessity of taking a slam at competitors. Unkind?—yes. Is it good advertising?

(*Continued on page 144*)

"Giving Light"

—68 Years Ago

MATCHES were brought into Toronto in 1851 by the late Ezra Butler Eddy, to whose enterprise the people of Ontario were indebted for what was then a boon to mankind. He made less than ten cases a day, and, no doubt, his first delivery was an event in Toronto's history. The story of his arrival is clouded in the forgotten past, but one may easily picture the excitement on King Street when he drove in from Ottawa and the nature of his wares became known.

The Globe Was Seven Years Old Then

In 1851 THE GLOBE was in its eighth year and already it was a power in the land. Its mission was also to give light to the people. It had fought and won the battle for Responsible Government but it had its greatest work ahead.

While Eddy labored to build up one of Canada's greatest industrial concerns, THE GLOBE continued to supply that intellectual light which made Ontario strong. For 68 years, then, both have progressed as contemporary factors in Canada's development.

Its Light Brighter To day Than Ever

Its news enterprise and editorial virility of to-day make the light of "Canada's National Newspaper" brighter than ever. Always holding the Torch, aloft and ahead, THE GLOBE has maintained its leadership in circulation—without so much as a single premium in its long career—and the quality as well as the quantity of that circulation likewise has given it leadership in the field of General Advertising.

The Globe

TORONTO

W. G. JAFFRAY, *Pres.* WM. FINDLAY, *Adv. Mgr.*

Marketing and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 20 cents.
ADVERTISING RATES, $40 a page, or 10 cents an agate line per insertion. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 4 APRIL, 1919

HIGH COST OF DISTRIBUTION

Underlying much of the agitation which is disturbing the world to-day is the admittedly excessive tax of "the cost of distribution." Much of the dissatisfaction with things as they are sifts down to this.

The farmer feels that he is not getting a square deal because he is getting too small a share of what the consumer pays. The workman struggles for higher wages because he feels that he is not getting a big enough share of money paid for what he produces. All recognize a tremendously wide gap between the prices received by producers and the prices paid by consumers. Some conclude that they are being gouged by the middleman, others that prices are manipulated by speculators and combinations to an extent which has latterly been characterized as "profiteering."

So we find farmers organizing their own distributing facilities, to market their produce so as to secure a larger share of the final market value. The same organizations buy and distribute to the farmer the things he needs, with the avowed purpose of reducing the cost of getting the goods to him. We find the cooperative movement gaining in strength in England by reason of ability to supply the workingman's needs at lower cost—the saving being almost entirely in cost of distribution. We find merchants cooperating in buying clubs with a similar object—while self-serving retail stores grow apace.

In the face of this situation, growing more and more serious, is it not surprising that so many manufacturers are ignorant of or indifferent to what we call marketing problems. Many of them are so intent on maintaining prices to provide "adequate" margins of profit that they overlook the possibility of maintaining the margin by *reducing* their costs of distribution. Whereas the latter method would be a service and saving to the consumer which would undoubtedly tend to increased consumption and a still lower percentage of distributing expense.

We have had occasion to note this attitude on the part of many manufacturers in our efforts to interest them in the study of distribution and selling problems. A surprising number of them seem indifferent to these questions. Evidently they do not conceive the possibilities of profit in a better organization of their sales department, better training and management of their salesmen, the correction of wasteful and unprofitable methods, etc. Conditions which are fast developing seem likely to force a more serious consideration of these matters.

❦ ❦ ❦

Don't let pettifogging arguments about quality of circulation, advantage of rates or position obscure the necessity for putting something in the space that will definitely promote the sale of your goods.

❦ ❦ ❦

FRAUDULENT ADVERTISING

Referring to the efforts of the Retail Merchants' Association of Canada to secure more effective legislation against fraudulent advertising, the Kingston Whig says: "The application of this restriction to newspapers may or may not be necessary. Every worthwhile, reputable newspaper is and must be a sponsor for honest advertising, and exercises a censorship as rigid and as watchful as any government legislation could exact."

With this view, few, we believe, will agree—except as applied to a very few newspapers—if we are to draw the line in anything like a reasonably strict sense. There is a wide difference of opinion as to what is, and what is not, dishonest advertising. Some hold that unwarranted or exaggerated claims for any article should not be permitted. Strictly interpreted this would bar a great deal of advertising which is substantially honest, for few are disposed to agree that their competitors claims are "warranted." How can a publisher reasonably be expected to act as an "impartial" judge as between the claims of rivals in business?

The effort of the Retail Merchants' Association is particularly directed against flagrant misrepresentations on the part of retail merchants—such as the "sample" shoes which are not samples, the "bankrupt" stocks which are not bankrupt, and the "closing out" sales which never close out, the "half-price" goods which were never worth more, often less, than the bargain (?) price at which they are unloaded on the public. How many publishers are in a position to censor the copy of their retail advertisers, so much of which is seen only by the compositors before it appears in the paper?

"The worth-while newspaper" thinks the *Whig*, "does not need government legislation to protect it against dishonest advertising; it does its own censoring." We believe, on the contrary, that publishers do need such legislation as is proposed, to help them protect their readers, and to protect themselves against the misuse of their advertising columns by unscrupulous merchants or others with none too strict a regard for the truth. The admission of

dishonest advertising to its columns, as the *Whig* points out, will sooner or later bring ruin to any publication. But mistakes are bound to occur, incident to the hurry of preparing, editing and distributing of a daily newspaper, and the legislation sought by the retail merchants should protect the publisher against many of these costly mistakes.

There are still too many dailies in Canada whose apparent indifference to the character of many of the announcements appearing in their advertising columns does not justify the *Whig* editor's confidence in their standards. Probably not half the dailies in Canada observe the standards laid down several years ago by their own organization. In fact when asked by the A. of C. A. a couple of years ago if they *did* refuse advertising defined by their own Canadian Press Association as objectionable, many publishers became indignant that advertisers should seek to dictate (?) as to the kinds of advertising they should carry.

Still, on the whole, we agree with the *Whig*, that the newspapers of Canada will compare favorably in this respect with the newspapers of any other country, if that is anything worth crowing about.

MAKING MORE PIES

Some manufacturers regard their market as a pie to be divided.

If there are four firms it will be cut four ways.

If two new companies start in, then the same pie must be cut into six pieces.

Each man hopes to seize a very large piece and regards new competition with bitter jealousy.

Advertising frequently starts as an offensive; a selfish move of one man to take business from the field.

Often his competitors start defensive counter-campaigns in self-protection.

And then an amazing thing is discovered.

The market is not a constant to be divided; it is a possibility to be expanded.

After dissolution, the tobacco trust companies really fought for their share of the total business and as a result the consumption of cigarettes increased from the year 1911 to 1917, 229%

The greater the effort to "corner the market" of consumer demand in any line—the greater the potentiality of that demand is increased.—*Butterick.*

THE BATTLE OF BUSINESS

He had read about the war being won by the side which had the most men. And having lots of money, unbounded ambition and a keen mind, he reasoned: "Same in business. With the most men I can win." So he hired more men, sent them over the top, to capture the entrenchments of the enemy, competition. Still he didn't win. Then one night, while reading some war history, he was struck with the recurrence of such words as "objective", "strategy" "tactics," "propaganda" and the importance of the heavy artillery "barrage" and such other things as made it possible for the men to wipe out the enemy. Then he got the idea, and realized why many men's efforts count for little.

By what we read in the papers it seems that some people are trying to devise a scheme for getting milk out of one end of a cow without putting food and drink in the other end.

Nowadays you go backward by standing still.

PROTECTION PRATTLE

When you hear some manufacturers talk or write about the need of tariff protection in building up Canadian industries, and the importance of propaganda to maintaining a strong "Made in Canada" sentiment, you are probably inclined to agree with them.

Until you learn that they think of these "economic" arguments only in connection with what they sell—seldom when they buy. Then you are likely to grow impatient and talk about insincerity.

We have in mind, to be specific, numerous Canadian off-shoots of American firms, which lose no opportunity of gaining any possible advantage by the claim that their goods are "Made in Canada," and who hope to profit by public preference for "Made in Canada" products—yet whose advertising in Canadian papers is prepared and placed from the United States. Coca Cola, Wrigley's Gum, Welch's Grapelade, Palmolive, Ivory and Jergens Soaps, Holeproof Hosiery, Roger's Silver, are only a few of many whose advertising is thus handled.

With even less justification we find more strictly Canadian firms, such as the Willys-Overland Company of Toronto, overlooking the possibility of getting satisfactory advertising service in Canada. Isn't Mr. T. A. Russell prominently identified with this Company, the same T. A. Russell who has so long been active in Canadian home markets propaganda? Then, too, we notice advertising running in Western papers for a Canadian baking powder manufacturer which bears the identification mark of a St. Louis, Mo. advertising agency—but, which is no better copy than any of half a dozen Canadian agencies are turning out for other Canadian manufacturers who do not find it necessary to go outside Canada for their advertising brains.

The point is not brought up at the instance of any Canadian agency. So far as we are aware, the matter has not even been discussed among them. They have not felt the need of any "protection" against the advertising brains of the United States or any other country. They are already handling the Canadian advertising of many American firms who have looked into the situation far enough to appreciate the importance of employing an advertising agent who is thoroughly familiar with Canada, Canadian mediums and the Canadian trade and people.

Probably we wouldn't have thought of it had we not been confronted with the flaming protection-propaganda advertisements and buy-at-home-bull, toward which many such manufacturers are doubtless contributing.

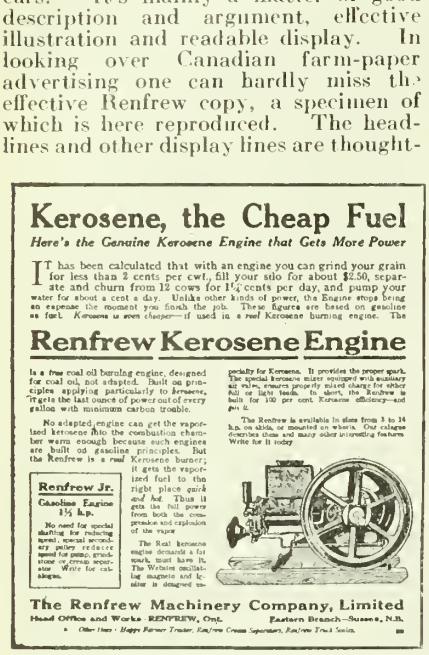
A pole cat on a highway may get more of the world's attention than a violet on a mossy bank—but it is not the kind of attention that creates the desire to possess. Good advertising is not always a matter of blatant copy and giant space.—*Glen Buck.*

FARM FOLKS WANT FACTS

Sane simple specific talk with few frills or stunts, finds the most willing ears in farm homes. Some good examples discussed

Written for MARKETING by S. ROLAND HALL

THERE'S a great deal of good farm-paper advertising. I always liked the writing of farm-products advertising. Maybe that's because I spent half of my life in a rural community. But the field is a wonderfully varied and fertile one, to begin with, and, then, appeals to farm folks can be so sane and straightforward—no need for frills or stunts. The farmer and his household want to know what things will do. If you have a service message they lend willing ears. It's mainly a matter of good description and argument, effective illustration and readable display. In looking over Canadian farm-paper advertising one can hardly miss the effective Renfrew copy, a specimen of which is here reproduced. The headlines and other display lines are thought-


Kerosene, the Cheap Fuel
Here's the Genuine Kerosene Engine that Gets More Power

IT has been calculated that with an engine you can grind your grain for less than 2 cents per cwt., fill your silo for about $2.50, separate and churn from 12 cows for 1¼ cents per day, and pump your water for about a cent a day. Unlike other kinds of power, the Engine stops being an expense the moment you finish the job. These figures are based on gasoline as fuel. *Kerosene is even cheaper*—if used in a *real* Kerosene burning engine. The

Renfrew Kerosene Engine

is a *true* coal oil burning engine, designed for coal oil, not adapted. Built on principles applying particularly to *kerosene*, it gets the last ounce of power out of every gallon with minimum carbon trouble.

No adapted engine can get the vaporized kerosene into the combustion chamber were enough because such engines are built on gasoline principles. But the Renfrew is a *real* Kerosene burner; it gets the vaporized fuel to the right place *quick and hot*. Thus it gets the full power from both the compression and explosion of the vapor.

The Real kerosene engine demands a fat spark, must have it. The Webster oscillating magneto and igniter is designed specially for Kerosene. It provides the proper spark. The special kerosene mixer equipped with auxiliary air valve, ensures properly mixed charge for either full or light loads. In short, the Renfrew is built for 100 per cent. Kerosene efficiency—and pay it.

The Renfrew is available in sizes from 3 to 14 h.p. on skids, or mounted on wheels. Our catalogue describes these and many other interesting features. Write for it today.

Renfrew Jr.
Gasoline Engine
1½ h.p.
No need for special shafting for reducing speed; special secondary pulley reduces speed for pump, grindstone or cream separator. Write for catalogue.

The Renfrew Machinery Company, Limited
Head Office and Works RENFREW, Ont. Eastern Branch—Sussex, N.B.
Other lines: Happy Farmer Tractor, Renfrew Cream Separators, Renfrew Truck Scales.

fully worded, the descriptions and explanations well worked out and the illustration simple. Result: a good, simple, readable message that Mr. Farmer gets at without probably realizing that while reading an advertisement he is getting information. It is good practice to do as the Renfrew people have done in this example—adopt a 2-column style for the lower part of the text when the space is two columns wide and throw a particular part of the technical description into a panelled space.

The International Harvester Company has a simple, strong illustration in the wagon advertisement, and the headline leaves nothing to be criticized. The body matter is readably written. Somehow, though, the advertisement as a whole seems to fall short, and my opinion is that the commonplace border arrangement is the fly in the ointment. Running a heavy border around your illustration and headline in the usual rectangular way is very likely to produce a tame layout. Compare the International Harvester advertisement with the John Deere example—both occupying the same amount of space. By throwing his top border under the picture of the spreader—making a base for it in that way—the Deere

How to Choose a Wagon

SEND a post card or letter to the nearest branch house address given below and ask (or a McCormick wagon folder. Take this folder with you when you go to buy a wagon and compare the construction features of the McCormick with those of any other wagon you may be asked to buy.

First, note the number of steel plates used to protect the wood of the wagon. A steel plate can be replaced easily at little expense, while worn wood parts usually mean a new wagon.

How is the wagon braced? The dimension of a brace here and there reduces the cost of building, but what does it do to the strength of the wagon?

Notice the size of the hounds and reach, that take the strain of dumping at the elevator.

Compare the folding end gate, link end rods and grain-tight box with others.

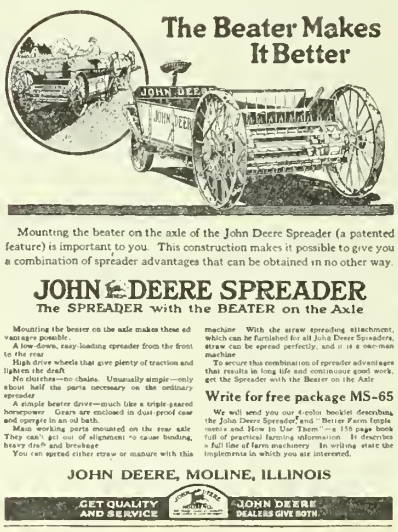
What about the wheel and skein construction? See the folder and make your own comparisons. We believe you will then buy a McCormick wagon.

The McCormick dealer has a full line of farm wagons, one-horse wagons, lorries, dump wagons and carts, spring wagons, trucks, and sleighs for you to choose from. See him before you buy.

International Harvester Company of Canada, Limited
BRANCH HOUSES
WEST—Brandon, Man., Calgary, Alta., Edmonton, Alta., Estevan, Sask., Lethbridge, Alta., N. Battleford, Sask., Regina, Sask., Saskatoon, Sask., Winnipeg, Man., Yorkton, Sask.
EAST—Hamilton, Ont., London, Ont., Montreal, Que., Ottawa, Ont., Quebec, Que., St. John, N. B.

advertising man gets an excellent white space area in which to display his headline, and it stands out boldly. His plan of showing the spreader up largely for study of details and then showing it in action in a smaller illustration is hard to beat. It will be observed that the Deere advertisement, like the Renfrew specimen, is arranged in 2-column style, when the reader comes to detailed description. The Deere signature will repay a little study. The name stands out well and the bottom border is made to afford space for some white lettering that contrasts well with the name-and-address line above it.

"More Money from Your Cows" is another powerful headline for the farm reader. This Dillon advertisement comes close to being a 100 per cent. specimen. Its principal fault lies in the fact that there is so much dense black in the upper part of the advertisement that the result is somewhat


The Beater Makes It Better

Mounting the beater on the axle of the John Deere Spreader (a patented feature) is important to you. This construction makes it possible to give you a combination of spreader advantages that can be obtained in no other way.

JOHN DEERE SPREADER
The SPREADER with the BEATER on the Axle

Mounting the beater on the axle makes these advantages possible.

A low-down, easy-loading spreader from the front to the rear.

High drive wheels that give plenty of traction and lighten the draft.

No clutches—no chains. Unusually simple—only about half the parts necessary on the ordinary spreader.

A simple beater drive—much like a triple-geared horsepower. Gears are enclosed in dust proof case and operate in an oil bath.

Main working parts mounted on the rear axle. They can't get out of alignment to cause binding, heavy draft and breakage.

You can spread either straw or manure with this machine. With the straw spreading attachment, which can be furnished for all John Deere Spreaders, straw can be spread perfectly, and it is a one-man machine.

To secure this combination of spreader advantages that results in long life and continuous good work, get the Spreader with the Beater on the Axle.

Write for free package MS-65

We will send you our 4-color booklet describing the John Deere Spreaders and "Better Farm Implements and How to Use Them"—a 156 page book full of practical farming information. It describes a full line of farm machinery. In writing state the implements in which you are interested.

JOHN DEERE, MOLINE, ILLINOIS

GET QUALITY AND SERVICE — JOHN DEERE DEALERS GIVE BOTH

confusing to the eye and the cow does not stand out as well as she might. Had the heavy black panels at right and left been stippled or lined, so as to reduce their density the central part of the illustration would have had more eye-catching power. But even with this fault, the Dillon advertisement is a winner.

The Ontario Wind Engine and Pump

More Money from Your Cows

Any farmer or dairyman can increase his net profits 25 per cent by installing the Dillon Water Bowl System in his barn.

The more fresh water a cow drinks, the greater is her production of milk. During the winter months, when cattle are housed in the barn, it is absolutely essential that they have plenty of water to drink.

Dillon Water Bowls installed in your Barn means that your cows are assured of a plentiful supply of clean water during the winter months—water that has had the fry chill taken from it—water that is readily assimilated by the cow—resulting in a largely increased flow of milk.

The Dillon Water Bowl offers you exclusive features that are found in no other water bowl. The price of the Dillon Bowl is

Each $4.50 no extras

Ready to install

The best dealers in Canada sell and recommend Dillon Water Bowls.

We will be glad to mail you a copy of our illustrated Folder with full information as to the merits of the Dillon Bowl—the World's best Water Bowl. Write us for it.

DILLON MANUFACTURING COMPANY
Oshawa, Canada

Company advertisement of "Toronto Stable Equipment" is an excellent example of single-column farm copy. The little perspective scene is very judiciously placed at the bottom in a decorative way, which permitted the illustrator to bring out the stable equipment at the top without any of the usual confusing detail-accessories found in the illustrations of small advertisements. It takes a long time for

TORONTO
STABLE EQUIPMENT

THERE is extra long service with Toronto Stalls because the galvanizing of the steel tubing is done by dipping. In this way the tubing is galvanized inside as well as outside, the same way with our painted stalls and stanchions. Ordinary stable equipment rusts away from the inside. For the most up-to-date equipment, including water bowls, ball price and fittings of all kinds write for the handy booklet on Toronto Stable Equipment. Address—

ONTARIO WIND ENGINE & PUMP COMPANY Limited
Atlantic Ave., Toronto.
12 St. Antoine St., Montreal
Winnipeg Calgary Regina

The Extra Eggs will more pay for one of these Automatic Self-Heating Poultry Fountains and Heaters

Keeps water at the right temperature day and night in the coldest weather and prevents chicks from drowning.

Galvanized than equal of cast iron work. Made of Cast galvanized Steel, 4 to 1 Heater and Fountain. Complete Heater and Fountain Combination, Fountain Capacity 6 quarts, $1.75. Order Bowls or write for Circular and Price List.

Agents Can Make Big Money. Write for Offer

C. A. O. TORBE WORKS, BATANGAS, MICHIGAN

THE MARTIN
DITCHER AND GRADER
DIGS YOUR DITCHES GRADES YOUR ROADS
EASILY QUICKLY CHEAPLY
REVERSIBLE ADJUSTABLE
ANYTHING IN ONE WAY
DOES THE WORK OF 50 MEN
SEND FOR FREE BOOKLET
THE PRESTON CAR & COACH CO. LTD.
PRESTON, ONTARIO, CANADA

most advertisers to learn that in using small space, if an illustration is to come out boldly, it must be divorced from all unnecessary detail, brought to the footlights, as it were, and treated in a simple, bold way. In this Toronto Stable Equipment advertisement, for example, it wasn't necessary to show the entire bodies of the cows. The

WHAT ADVERTISERS THINK *of* THE OTTAWA JOURNAL

ADVERTISING concentrates where the greatest results are obtained per dollar cost. This fact is indisputable.

Month after month and year after year The Ottawa Journal Dailies—The Ottawa Evening Journal and The Ottawa Morning Journal—continue to carry the largest volume of local and general advertising of any newspaper in Ottawa, and the rates paid the Journal are as high or higher than otherwise paid in the same field. The Journal Dailies too are invariably grouped with the outstanding Canadian papers which are prominently recognized as leaders in their respective territories.

In January, February and March, 1919, The Ottawa Journal made the biggest advertising gain ever recorded by an Ottawa newspaper. Few papers, in fact, can boast of a similar achievement.

It Published 1,642,170 Lines

of paid advertising which, compared with the corresponding months of 1918, represented

An Increase of 344,100 Lines

The reason is obvious. The Ottawa Journal Dailies bring results and the paper's policy is to build for permanency, and these facts are unquestionably proven by the tremendous amount of space used every day by both local and national advertisers.

Endorsed by practically every local retail firm using newspaper publicity, The Ottawa Journal Dailies likewise bear the unqualified approval of the 100 leading national advertisers referred to in this issue of "Marketing."

Statistics prepared by "Marketing" afford convincing figures as to the preference accorded The Journal Dailies in the highest grade of advertised lines:

Volume of Advertising--Months of January and February, 1919

(Extracts from Statistics Prepared by "Marketing")

OTTAWA JOURNAL

Autos, Accessories	12,112	House Furniture and Equipment	1,971	Agricultural	1,817
Banks, Insurance, etc.	37,928	Household Supplies	16,619	Other General Advertising	189,051
Confections	11,240	Jewelry, Watches, etc.	1,971	**Total General**	**308,937**
Electrical Specialties	1,774	Musical	10,072	**Total Local Display**	**623,776**
Hotel, Travel, Resorts	1,970	Toilet Specialties	16,787	**Total all Display**	**932,713**

One of the strong factors which brings The Ottawa Journal Dailies prominently to the fore with national advertisers is the excellent work performed by their service department—a work performed thoroughly and gratuitously, and a real service to the advertiser.

The case is rare when The Ottawa Journal Dailies are not selected first to start the ball rolling on a new campaign, and Ottawa, in view of its wealth and merchandising possibilities, usually makes good.

THE OTTAWA JOURNAL DAILIES

Member A. B. C. OTTAWA, CANADA

New York: CHAS. H. EDDY CO.
Fifth Avenue Building

Toronto Branch Office:
J. B. RATHBONE, Manager
95 King Street East

Chicago: CHAS. H. EDDY CO.
People's Gas Building

Boston: CHAS. H. EDDY CO.,
Old South Building

What others say of our service

[*From Marketing, March, 1919*]

"The Old Dutch Cleanser advertisements usually manage to stand out prominently on any page on which they appear. Not because of preferred

position, nor for lack of other advertising around them, but because that's the kind of ads they are. They refute the argument that big space is necessary to get attention, as it may be when the copy is not the Old Dutch kind. The current newspaper advertisements are only five inches double column, yet we never seem to miss seeing them."

Another client of ours, operating a chain of chocolate shops throughout Ontario, spoke highly of some advertising which we had prepared for him recently, in connection with the opening of a new store.

"Our opening day," he said, "was the best we had had in the history of the business. Stocks were cleaned out before six o'clock and we had to close up for the day and go home. Naturally we are well pleased with results and we thought we'd tell you so."

It would be to your interest if contemplating an advertising campaign to investigate our record of service. By showing you what we have done and are doing for others, you would get a very clear idea of what we can do for you.

Norris-Patterson Limited

Advertising Agency

10 East Adelaide Street, Toronto

"It's all in the service"

reader knows that cows have hind-legs and tails. Force is gained by merely suggesting their bodies and by bringing out their heads and shoulders in strong mass-shaded drawings.

The Preston Car and Coach Company has made the unfortunate mistake of trying to illustrate something that probably can't be illustrated in a full view in a little one-column advertisement. A different type of drawing, or maybe a partial view of the machine, might have solved the difficulty in part at least. Hand-lettering has made the situation worse. Hand-lettering has an important place in advertising, but it is altogether unsuited for the text of small advertisements. Compare this ditcher and grader advertisement with a poultry advertisement of the same size. The simplicity of the C.A.S. Forge Works example, in both illustration and setting, makes the message stand out well despite the small space occupied.

By getting away from the usual rectangular design, the National Fire proofing Co. produces a farm advertisement that is easily the most attractive one on the page of the farm magazine in which it was used. The headline is well worded and is so arranged that

it stands out boldly against white space. Note that the headline, read with the central display and connected with the very clear illustration, gives the reader a "poster message" even if the matter in smaller type does not command a reading. It would be difficult to prepare a more attractive farm advertisement than this Natco Hollow Tile specimen. Though the publisher has "lined" the heavy black border, that has improved the general appearance of the design rather than impaired it. Indeed, it is possible that the advertiser had this border lined to harmonize with his illustration before the plate was sent to the publisher. When so many advertisements are laid out along the usual monotonous lines, it is well worth while to strive for such unusual form as that attained by the Natco advertisement.

The Bissell Co. headline is rather general. "Foresight on the farm" might refer to almost anything; it lacks specific interest—does not even excite curiosity. Why not "Its Gangs Can't Bump Together?" That seems to be one of the chief points of the copy but this interesting feature is rather successfully buried down in the test. A distinctive harrow deserves a more

Saskatchewan is a Large Buyer of Branded Food Stuffs

The manufacturer of food stuffs who offers his products in Saskatchewan is *not* "carrying coals to Newcastle."

Saskatchewan is the granary of the Empire. True. But Saskatchewan farmers concentrate their whole attention on the large scale production of grain and livestock. They believe it pays them to neglect garden stuffs; the climate prevents the growing of fruits.

The domestic service problem is acute in both city and country.

For all these reasons Saskatchewan homes depend largely upon imported food stuffs which are wholly or partially prepared for use.

Tell Your Story in the Morning Leader

It dominates its field. It's the medium chosen by practically all the advertisers of food products.

The Leader's Growth

National Advertising, February, 1919	143,389
National Advertising, February, 1918	99,704
Increase,	13,685 lines

The reason? The Leader has more than double the circulation of any other two dailies in Southern Saskatchewan.

Our service Department will cooperate with you at all times cheerfully, promptly and efficiently. It will give you the definite data you require about the Southern Saskatchewan market.

FOOD PRODUCTS ADVERTISED IN THE MORNING LEADER

Aunt Jemima Pancake Flour
Barrington Hall Coffee
Blue Ribbon Tea
Borden Milk Products
Bovril
Braid's Tea
Canada Nut Co. Products
Carnation Milk
Chocolatta
Confectionery and Chocolate Co.'s of Canada
Cowan Co. Products
Drewry Co. Products
Eggo Baking Powder
Horlick's Malted Milk
Kellog's Toasted Corn Flakes
Melrose Baking Powder
Moir's Chocolates
Oxo
Purity Flour
Swift Canadian Products
"There's A Reason" Co. Products

THE MORNING LEADER

Regina, Sask.

"SOUTHERN SASKATCHEWAN'S DOMINANT DAILY"

The Canadian Home Journal

has only

Twelve Hours To Live

This statement was made by a well-known Agency man to a national advertiser in support of his opinion that magazines live longer in the homes of the Subscribers than any other class of publication.

In our opinion magazines like the CANADIAN HOME JOURNAL live much longer than twelve hours, mainly on account of the editorial matter being so so intensively interesting and valuable.

National advertisers should consider the class of Subscribers reading a publication, and the length of time it remains in the homes. These two determine the purchasing power of a publication.

The more frequently a publication appears, the shorter its life.

The CANADIAN HOME JOURNAL is therefore one of the most economical mediums for the National Advertiser wishing to reach the women who have the desire and money to buy—and because of its excellence lives more than twelve hours.

Canadian Home Journal

71 Richmond St. West,

TORONTO, ONTARIO

distinctive illustration than the one used in this advertisement. Space cost just as much in one case as in the other, and having decided to invest in twelve inches of farm-paper space it seems than an advertiser would see that it is filled with first-class text and picture. "The Bissell Bearing is a success" says this advertiser, and he adds finally "The success of the Bissell Disk Harrow is beyond repute."

FORESIGHT ON THE FARM

Heavy types for use with tractors

IN CHOOSING A HARROW

INVESTIGATE THE GANGS

Whenever Disk Harrow gangs crowd, you have trouble. In most Out Throw Harrows they bump together, rock and sway; they are heavy on the horses and when the land is tough or hard, they rise out of the ground. Bissell Disks are a different construction from others. The gangs do not butt together. They have no rocking motion. The draught is steady and even. The team will travel faster, do more work and do it easier. Bissell Disks will work land which is too hard for any other make to handle and have wider field of usefulness. They do not fail where the most work is required.

The Cleaners are built of steel throughout, riveted to stay, and are operated by a locking device—No castings to break, no coil springs to get out of order.

The Bissell Scrapers are the only Scrapers on which the steel clod bars are moveable endwise by a lever, thus keeping the spaces between the plates free from clods. The cutting edges of the plates are kept clean by the steel blades.

AXLES ON BISSELL GANGS

The axles are heavy—malleable nuts and washers are used so that the complete gang can be drawn up so tight that the axles can not spring or allow the disks to work loose.

The Bissell Bearing is a success. The body parts are all in one piece, manufactured without the use of bolts. No holes to break out. No crevices for dirt to work in. The journal being tapered, the pressure is toward the balls which are elevated on a heavy durable boss. This is why Bissell Disk Harrows excel in light draught. The end of the bearing opposite the ball is protected by malleable rings or sand bands, making it impossible for dirt to enter.

The success of Bissell Disk Harrows is beyond repute—only one is genuine—the one with the name Bissell.

T. E. BISSELL CO. LTD., ELORA, ONT.

When, oh when, will advertisers learn that readers have only so much faith in such glittering-generality appeals as the advertisers themselves do when they hear similar statements from others which means none or very little. If you will make out your case with facts—with specific, believable points—you can trust the reader to conclude that your product is a success. Don't damn it either with faint or extravagant praise.

Their Finish Foreseen

A subscriber sends us a clipping from a recent issue of a St. John, N.B. daily, referring in the usual complimentary terms to the opening of "one of the largest and most up-to-date millinery stores in the whole dominion" and after exhausting most of the nice things that could be said concludes with: "Notice of funeral later." Imagine how you would swell up with pride as you read this nice write-up of your firm, only to have it so cruelly punctured at the finish through the proof-reader's oversight. The mistake is apparent, yet it takes all the "meant" out of the compliment.

Montreal Herald's New Owners

The *Montreal Herald* has passed under the control of a new company of which Alfred Leithhead is President. In a published announcement it is stated that the paper has been purchased by a newly incorporated Company, to be known as The Herald Publishing Company, Limited, in which Mr. Leithhead holds the controlling interest.

Soren Bros., Toronto, are advertising their "Frost King" refrigerator in a number of daily papers through the Consolidated Advertising Service.

The HERALD PRESS LIMITED

TAKES pleasure in announcing the appointment of *Mr. Travice A. Tod* as Manager. Mr. Tod has a wide acquaintance in the printing field, having been associated for many years with the Federated Press Limited as President and Managing Director, also with Howard Smith Paper Co., Limited, and latterly as Manager of the Graphic Arts section of the Canadian Manufacturers Association. The broad practical experience in every phase of the printing art that Mr. Tod brings to this organization will be reflected in broader and better service for Herald Press clients.

DESIGNING - ENGRAVING - PRINTING - BOOKBINDING
"THE COMPLETE SERVICE"

THE HERALD PRESS LIMITED
HERALD BUILDING, MONTREAL
AND 95 KING STREET EAST, TORONTO

Publishers of "Graphica"

A Record in Western Canada

1,055,627 Lines of Paid Advertising

The total paid advertising carried by the Winnipeg Free Press for the month of March, 1919, was 1,055,627 agate lines—

195,702

agate lines greater than March, 1918.

Total Paid Display Advertising	731,573 agate lines
Total Paid Classified Advertising	324,054 agate lines
Total	1,055,627 agate lines

The gain in paid display over March, 1918, was **115,221 agate lines**, and the gain in paid classified **80,481 agate lines**—a total increase of **195,702 agate lines.**

A Wonderful Three Months' Record

The increase in paid advertising carried by the Winnipeg Free Press for the first three months of 1919 over the same period last year amounts to

668,904 Agate Lines

January, 1919, increase	222,885 agate lines
February, 1919, increase	250,317 agate lines
March, 1919, increase	195,702 agate lines
Total increase for the first three months of 1919	668,904 agate lines

If you contemplate an Advertising Campaign in the West, get in touch with one of the recognized Advertising Agencies, they will give you excellent service.

Manitoba Free Press Co. Ltd.

Winnipeg, Man.

Eastern Representative E. J. Guy, 302 Royal Bank Building, Toronto, Ontario.

RESULTS

Every advertiser, whether national or local, desires results from his advertising.

TREBLED HIS BUSINESS

The Galt Reporter has a local advertiser who trebled his business for the month of March, 1919, over the same month 1918. He attributed the increase to direct results of advertising.

TELL

the facts about your products to the people of South Waterloo through the columns of the Daily Reporter, the only daily newspaper in South Waterloo.

GALT DAILY REPORTER

MEMBER A.B.C.

(*Continued from page 78*)

Not knowing anything about the business, we get the impression that there must be a tremendous sale and a pretty good margin of selling expense in overalls. We see so much and such good advertising for them—yet they sell for a very moderate price. If it

is possible to make so much advertising for so common place an article of apparel profitable—as doubtless it is—where is the logic in the argument of manufacturers of other apparel that their goods "can't be advertised." The Peabody Overall ad was four column

by two hundred line (full page in farm papers) in the original, and is one of a series, some run in colors. That of the G.W.G. was one-quarter the size, and strikes us as being more convincing in its illustration and argument. Other G.W.G. ads even more effectively illustrate the "strong points" of the garment, and we judge this is what would be most likely to interest the prospective buyer.

The Acme Glove advertisement is new in the papers and of a sort not calculated to make many people rush to the stores for this newly-advertised make of gloves. Surely there are better

Canada's Buying Power!

READ WHAT THE NEW YORK SUN SAYS ON THIS SUBJECT:
"What is this marvelous Canada . . . that it can come into our markets, war times or peace times, and buy from us as no other nation, population unit for population unit, begins to do."

Canada's purchases from the U. S. A. for the seven months ending January amounted to $542,500,000. Canada with eight millions of people purchased from the U. S. A. during the seven months quoted 67 millions more than all Asia with its hundreds of millions of population; 205,200,000 more than all South America; $419,500,000 more than all Oceania, and $44,200,000 more than all Africa, South America and Oceania put together.

Let Us Aid You in Developing This Profitable Field

The CANADIAN COURIER and CANADIAN FARM form a combination of urban and rural mediums that will enable you to place your name and the brand of goods manufactured by you in

80,000 of Canada's Most Prosperous Homes

CANADIAN COURIER

Sixteenth in point of certified circulation of all the publications of every class, goes into 50,000 homes—which means every tenth English-speaking home in this country—fortnightly.

For over thirteen years CANADIAN COURIER has occupied the first place in Canada as an illustrated magazine of current events.

CANADIAN FARM

Reaches 30,000 of the most prosperous Canadian farmers. Its semi-weekly Market Report renders an invaluable service to the farmer.

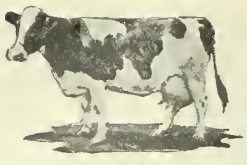
For ten years CANADIAN FARM has taken the lead in all movements for the improvement of farming conditions in Canada. Experience has proved to advertisers the advisability of using space regularly in its columns.

Your Campaign Will Not be Complete Without These Mediums

THE CANADIAN COURIER *and* THE CANADIAN FARM

Members A. B. C. 181 SIMCOE STREET, TORONTO

1920



The Great Reconstruction Year for Canadian Farmers

It is a natural sequence of war conditions that Food prices should be high and farmers gather wealth.

Many of the old brick and stone farm homes standing in Ontario to-day were built from the returns of prosperous years following the Crimean War.

Wheat was then $3.00 a bushel. It was the staple farm product. And the greatest building boom Ontario farmers and Manufacturers ever experienced were in the two years following that war. Farmers had the cash. Help was plentiful.

1920 Will be the Greatest Reconstruction Year on Canadian Farms

Farmers have the cash. Help will be more plentiful.

But where wheat was the staple 50 years ago, butter is to-day King. Dairying is the "backbone" of Ontario farming.

Five years ago cheese sold wholesale at 13c., butter at 22-26c. To-day cheese brings 23c., and butter 65c.

The millions difference represents what the dairy farmers in Canada will spend in the next few years in new homes, barns, machinery, cars, luxuries, and other things that city people once looked upon as "not used by country people."

Prepare and concentrate your plans *now* for this immense volume of cash business from the great dairy districts of Canada.

The sure road to the confidence of these wealthiest farm homes —the dairy communities—is through their own farm publication—Farm and Dairy—the official organ of the big Dairymen's Associations of Ontario.

Farm & Dairy

Canada's National Dairy Magazine

A.B.C. member—Reports on request

Advertising and Color Rates on Request

Peterboro, - - Ontario

In 1918 Farm and Dairy carried over 97,000 lines of advertising from dairy farmers themselves—the largest volume carried by any paper in Canada.

It is such farm homes as here illustrated — the leaders in every community — that receive and read Farm and Dairy as their "first" farm paper. Dairy farmers are universally the wealthiest.

ways to advertise gloves than this—more interesting and significant things about a glove than the button on it. It will require better reasons than are contained in this advertisement to cause many people to show interest in the Acme button. Don't you think so?

We spoke of "good-looking" being an

important attribute of food advertising. The AprOl advertisement emphasizes this by its lack of good looks. It is the sort of splash one would expect to see spread around by those unskilled in the requirements of modern advertising. Compare it, for example with the Aunt Jemima ad or the Dominion Crystal Sugar copy—or any of the many enticing food advertisements

SUPREME

OVER ALL FARM PAPERS

1862 *LONDON, CANADA* 1919

VOLUME of inquiries in response to advertisements is one method of judging a medium's pulling power.

PERCENTAGE of inquiries turned into sales is a sure guide to the calibre of a medium's subscribers.

Whether judged by one or the other, or by both of these tests, the

FARMER'S ADVOCATE
and
HOME MAGAZINE

shows up as Canada's leading advertising medium to-day, as it has done for over half a century.

THE REASONS are that it enjoys a "hand picked" circulation among the best farmers in the Dominion. They buy it for itself—never as a means of securing a cheap premium or winning a contest. They pay for the FARMER'S ADVOCATE AND HOME MAGAZINE the highest price of any farm paper in Canada, *and voluntarily renew.*

NO GUESSING CONTESTS

NO "STRONG-ARM" CANVASSING AGENTS

NO PREMIUMS GIVEN WITH THE PAPER TO SUBSCRIBERS

NO PATENT MEDICINES

NO FAKES

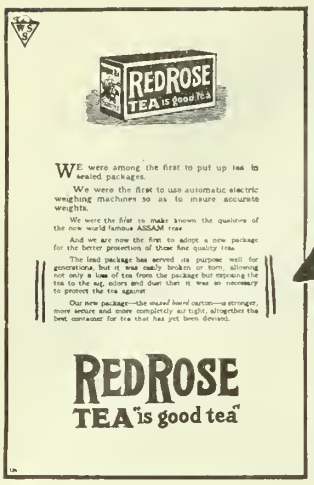
Write for further information

THE WILLIAM WELD COMPANY, Limited

LONDON, CANADA

Our New Package

the waxed board carton



Read what this advertiser says:

The lead package has served its purpose well for generations, but it was easily broken or torn, allowing not only a loss of tea from the package but exposing the tea to the air, odors and dust that it was so necessary to protect the tea against.

Our new package—the *waxed board* carton—is stronger, more secure and more completely air tight; altogether the best container for tea that has yet been devised.

THIS affords striking evidence of the *selling value* of a suitable package.

To have a carton which provides features worthy of emphasis in your advertising is an advantage sought by every enterprising manufacturer. A good package unquestionably has a strong influence on sales.

Tea packers are among the newest converts to the utility and economy of the board carton. We make many different styles of cartons, and set-up cardboard boxes for manufacturers of a great variety of products.

We would appreciate the opportunity of suggesting possible improvements in your containers.

RUDD
Paper Box Co., Ltd.

W. P. BENNETT, Pres.

372-376 Richmond Street West

TORONTO

we see nowadays in the magazines and newspapers. One has to study this advertisement awhile to learn what it is all about—and the average housewife is not given to doing that, at least until her interest is aroused. The name is a puzzle and the layout and display very poorly balanced and unattractive. AprOl may make its way, but will not have all the help it might have from its advertising.

Aunt Jemima came to a few towns for awhile to stir up a little interest in her pancake flour, and if women can be interested in that sort of thing we

incline to the belief that Aunt Jemina's striking advertisements will do it very quickly.

The Dominion Sugar copy illustrates how much can be said about an ordinary every-day article like sugar. The effort apparently is to interest the housewife in Canadian sugar. Whether this is likely to do it or not, we are unable to say.

The "Canadian" Elgin Watch Company sends some advertising copy over from the States to tell us about "reconstruction"—after we've been told all there is to tell about it by no less an authority than our own Government. But not being familiar with what's doing in Canada this Company's American copy-writers doubtless feel that they have struck a new keynote. Just what this has to do with buying an Elgin watch we are not told. The Waltham does it much better. We

Canadian Countryman FIRST

THE Canadian Fairbanks-Morse Co., are among the very largest users of farm paper space in Canada. They are well known to have one of the best equipped advertising departments in the Dominion. Very close study is given to the selection of publications, and when this concern places Canadian Countryman first among the farm papers of Eastern Canada, they do so because the Countryman has definitely proven its right to that position in connection with the advertising of Case Tractors, "Z" Engines, Martin Ditchers, Marvel Mill, Fairbank-Morse Water System, Lighting System, Scales, etc.

There are a good many other well known farm paper advertisers with whom Canadian Countryman is first choice in Eastern Canada. Their estimate of the efficiency of this paper as an advertising medium is based on proven results, acknowledged editorial influence, and larger circulation.

The Canadian Countryman

Goodyear Bldg.

Toronto, - Ont.

MEMBER
A. B. C.

MONTREAL QUEBEC SALONS OTTAWA TORONTO HAMILTON WINDSOR WINNIPEG
SASKATOON ALBANY VANCOUVER VICTORIA
TORONTO AND SHERBROOKE

THE CANADIAN FAIRBANKS-MORSE COMPANY
LIMITED
Cable Address FAIRMORSE

Henry J. Dillon, President
Thomas Dunlop
Vice President
Richard B. Powis, Treasurer

Mr. T.J. Tobin,
The Canadian Countryman,
184 Simcoe St.,
Toronto, Ont.

MONTREAL St. Antoine Street

MONTREAL Ont. March 8th 1919

Dear Mr. Tobin:-

There was a time when we placed the first on our list which another paper as being the first on our list, but the progress which you have made with Canadian Countryman has been so marked that we now unhesitatingly place Canadian Countryman at the head of our list.

Yours very truly,
THE CANADIAN FAIRBANKS-MORSE CO LIMITED
ADVERTISING MANAGER.

EAA.JG.

Address all communications to the Company not to individuals

Net Paid
Average
Weekly
Circulation
(A.B.C.)
Last Half
1918,
37,857

THIS LETTER WAS A·· WINNER

"THE last letter we sent out to our complete list was the most successful to date. Replies started to come in almost immediately after mailing and we are still receiving orders. I was glad that I insisted upon using our best stationery—Superfine Linen Record."

SUPERFINE LINEN RECORD

(Facsimile of Watermark)

Most business men of to-day fully appreciate the necessity for a letterhead of sufficiently high character to command the attention and respect of the recipient and create in him a mental attitude favorable to the reception of the contents of the letter.

Such a paper is Superfine Linen Record, Canada's best bond paper—smooth, even in texture, bright in color, strong and exquisitely finished—it produces the finest lithographic results, and a letterhead dignified and compelling.

Ask your printer—he can get it for you. Samples free on request from

The Rolland Paper Company, Limited
High Grade Paper Makers since 1882
MONTREAL

Superfine Linen Records is put up in note paper and envelopes for private use.
Makers also of
Earnscliffe Linen Bond — Empire Linen Bond
Colonial Bond — Mount Royal Bond

judge that this is an important "watch season" by the appearance of these campaigns at this particular time. Yet none of them seems to have been "timely" enough to capitalize the Daylight Saving topic which was prominent in daily discussions for several weeks.

The Borden Milk copy was referred

Elgin—
"The Spirit of Reconstruction"

"Zero Hour"

Streamline Pendant Patented

One of the famous Streamline models

CANADIAN ELGIN WATCH COMPANY LTD.
Toronto

to last month. It is most attractive, you will agree—what is generally described as "magazine" copy, though in the newspapers. The reproduction speaks for itself.

The most effective card seen in the street cars of late is unquestionably that of the Chesebrough Mfg. Co., a wonderfully lifelike picture of a young lady making use of the catarrhal jelly advertised.

There were many other advertisements worthy of mention if space permitted. Of interest is the mail order advertising of sea food run by a Vancouver firm as far east as Winnipeg, and what looked like some try-out advertising for "O-Corn-O" a new breakfast food. We also note a growing volume of advertising from British firms seeking to revive their business in Canada. Indications point to much more of this in the near future.

The *Westerner*, devoted to financial matters, replaces the old *Western Standard* of Calgary which discontinued publication recently.

The *Montreal Star* recently increased its price to two cents a copy.

DENNISTEEL
Made in Canada
Lockers

Promote the health and comfort of employees

ALL employees appreciate the privacy, convenience, security and positive sanitation of DENNISTEEL Lockers.

In these days of welfare work aimed at bettering the lot of workers, that appreciation is worth gaining and has a real dollars-and-cents value, —also

DENNISTEEL Lockers will save valuable time in putting clothes away and getting things out ready for work. They are indestructible, proof against thieves and fire, handsome in appearance. Made in Canada's pioneer and leading locker plant.

Write for illustrated folders

Halifax — Ottawa — Hamilton — Calgary
Montreal — Toronto — Winnipeg — Vancouver

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

SPEEDING UP SALES

Other men's ideas for improving results from salesmen, advertising, correspondence or printed matter, briefly described. MARKETING pays one dollar for items similar to the following suitable for use in this department, describing methods which have been successful. Will you pass along a suggestion from your experience which may help some other salesmanager?

Most salesmanagers are satisfied if they can show increases each week or month or quarter, compared with the same period a year ago. But there's at least one salesmanager who prefers to measure his success, and that of the men under him, by the degree in which he succeeds in closing *possible* business.

He argues that because sales are running fifty per cent. over last year's business it does not follow that he is making the most of his opportunities. So he figures in terms of unrealized possibilities. He estimates the business each salesman *should* get, and their success is always reckoned by percentages of possible business actually closed. Thus salesmen and salesmanagers have constantly before them a reminder of the business they are NOT getting, which it is found is a spur to greater effort—more so, certainly, than the self-satisfying knowledge of beating last year's records.

❦ ❦ ❦

Many firms now supplement the work of their salesmen with persistent direct-mail solicitations, seldom, if ever, with the result of cutting in on the salesmen's volume. One company selling general merchandise finds a monthly sort of combination catalogue and house organ a great business-getter. Editorials, discussions of trade changes and tendencies, ideas for special sales stunts, etc., help to insure a careful reading.

❦ ❦ ❦

The idea of having salesmen mail advance cards to customers intimating the approximate date of their call and urging that orders be held pending their arrival, is not new, nor is novelty lacking in many of these. But it is surprising how few appreciate the opportunity for incorporating some real selling effort in these advance notices. Why not?

One concern supplies its salesmen with special letters, all filled in, addressed and ready for mailing, advancing many sound selling arguments, yet at the same time leaving something for the salesman to say on his call. Skillfully worded, such letters should make a fine opening for the salesman. One letter, in fact, suggested questions which the dealer should ask the salesman. They were mailed by the salesman while on the road a few days prior to his call, and were personally signed.

❦ ❦ ❦

A large organization of salesmen selling a staple line work the plan of leaving a blank postal-card order form with the merchant if he is not quite ready to order at the time of the salesman's call. Enough of these cards are returned to make the house feel that the plan justifies the expense.

In All Canada

—there are only Six English Newspapers with circulations of more than 10,000 copies daily which are not members of the

Audit Bureau of Circulations

Conditions governing membership in this desirable organization are not severe—practically the only stipulation is that a newspaper tell the truth about its circulation.

The St. John, N.B.
Daily Telegraph
and
Evening Times-Star

are still the only A.B.C. newspapers in New Brunswick, a fact to remember and consider when selecting your New Brunswick and Maritime Provinces mediums.

More Than 28,000 Copies Daily at 5c. a Line Flat

Norden

the Norwegian Paper of Western Canada

DO you know that 97.9 per cent. of the 34,780 Norwegians in the three prairie provinces speak the English language? The Norden gives these "home folks" a touch of the home land, yet is devoting a large proportion of its editorial to Canadianizing this element. The advertising columns of the "Norden" have a genuine value to advertisers in the Western field. We will be glad to submit facts regarding the Norden.

Norwegian Farmer's Publishing Co., Ltd.
OUTLOOK, SASK.

Winnipeg Office 808 Sterling Bank Bldg.

Salesman For Engraving Establishment

WE are desirous of adding to our selling staff a salesman of energy and ability. It is not essential that he be conversant with the engraving business. We would prefer someone who has had experience in soliciting printing or who has had experience in working in an Advertising Department of a Manufacturing Concern. One of the greatest attributes to success for a salesman of engraving and Direct-by-Mail Literature is advertising experience and ability. For the right man we have a splendid opportunity. His earning power will depend upon his own ability. We consider it a very desirable opportunity for some young man who is perhaps an Assistant to an Advertising Executive, where perhaps the future is not as attractive as would be encountered in a City the size of Toronto. When applying send photograph and mention height, approximate age, and give as complete particulars as possible of your experience. All applications will be treated in confidence and we will only correspond with your present firm after you have given us permission.

Grip Limited,

Graphic Arts Building,

TORONTO.

Can Quality of Circulation be Measured?

(*Continued from page 120*)

"Putting something over on the Advertiser" is a dangerous practice. The publisher who favors that sort of thing may get away with it for a while, but the day of reckoning surely is coming, and once the guilty party is discovered, even the sharpest pencil won't help the publisher figure out how much business he has lost. To-day the advertiser is in a suspicious mood, and he is very likely to pass up the proposition in which he lacks confidence. So it behooves the publisher to build up "confidence" in his publication by being open and above board."

An advertising agent agrees that if it is possible to work out some satisfactory basis of qualifying the quantity or lack of quantity of circulation, it would prove helpful. But in view of the fact that quality varies very considerably, it is not easy to do this. "Take, for instance, the — —", he says. "I don't think anyone would dispute its high standing as a magazine. It certainly does splendid work for advertisers. Most of its circulation is gotten by intensive effort, in which it uses premiums. It is said to renew something like 65%. In other words, the —— is an instance where the use of premiums is apparently intelligent because first of all, the list circularized is very high-class; secondly, the premiums are of a good kind, and third, the —— itself is a good medium editorially of its kind. The advertiser buying space applies his judgment as intelligently as possible and he doesn't go by one thing alone. We take into consideration the editorial contents, price of circulation, how it is secured, class of circulation, the make-up, the advertisers who use it, and other points. So don't stress too strongly on circulation figures alone. The A. B. C. will not save publishers the job of calling attention to the various other points in their report. The A. B. C. helps make a sale easier, but does not eliminate the necessity for selling."

Turning to the views expressed by publishers, we find a much firmer insistence on the necessity for more rigorous audits, decidedly contradicting the statement made by one advertiser, that "the publishers wouldn't stand for it." Most publishers seem to want the A. B. C. to provide an *endorsement*, rather than a mere *audit*, of their circulation. Emphasis is placed on the importance of knowing the actual amount of cash received for subscriptions, in other words, the NET.

What is "Net?"

But what is "Net"? If it is the amount entered in the cash book as actually received in the office for each subscription—what does that prove? The agent now working on commission could be switched to a salary basis, and required to remit full amount collected from subscriber. Many other ways of juggling with the "net" can readily be devised.

But after all, *does* "net" positively establish "quality" of circulation? Does the amount paid by the subscriber represent his estimate of the value of the publication to him? Or is it merely the price asked by the publisher? If amount paid means quality, then the "quality" of the circulations of a great many daily papers may be said to have doubled during the past couple of years, although practically the same people, in the same circumstances, are still reading them. The only difference is that the publishers decided they had to charge more—and the public had to pay it—the increased amount "netted" indicating enhanced quality only by the extent to which the higher price may have discouraged those who "didn't want the paper very badly."

Or take the case of farm papers. One publisher, anxious to interest real farmers in his paper, hires a competent solicitor and pays him a salary to go from farm to farm to get new subscribers. After expenses are charged against cash turned in, the actual "net" will probably be small. This method is too painstaking and slow for his competitor who employs salaried canvassers to cover towns and villages—anywhere where subscriptions may be secured with less effort and in "bunches," at fairs, etc. Working for the same salary, and under perhaps less expense, he may get twice as many subscriptions per day—"netting" the publisher twice as much per subscription. The auditor might verify this. But would it represent better "quality" of circulation?

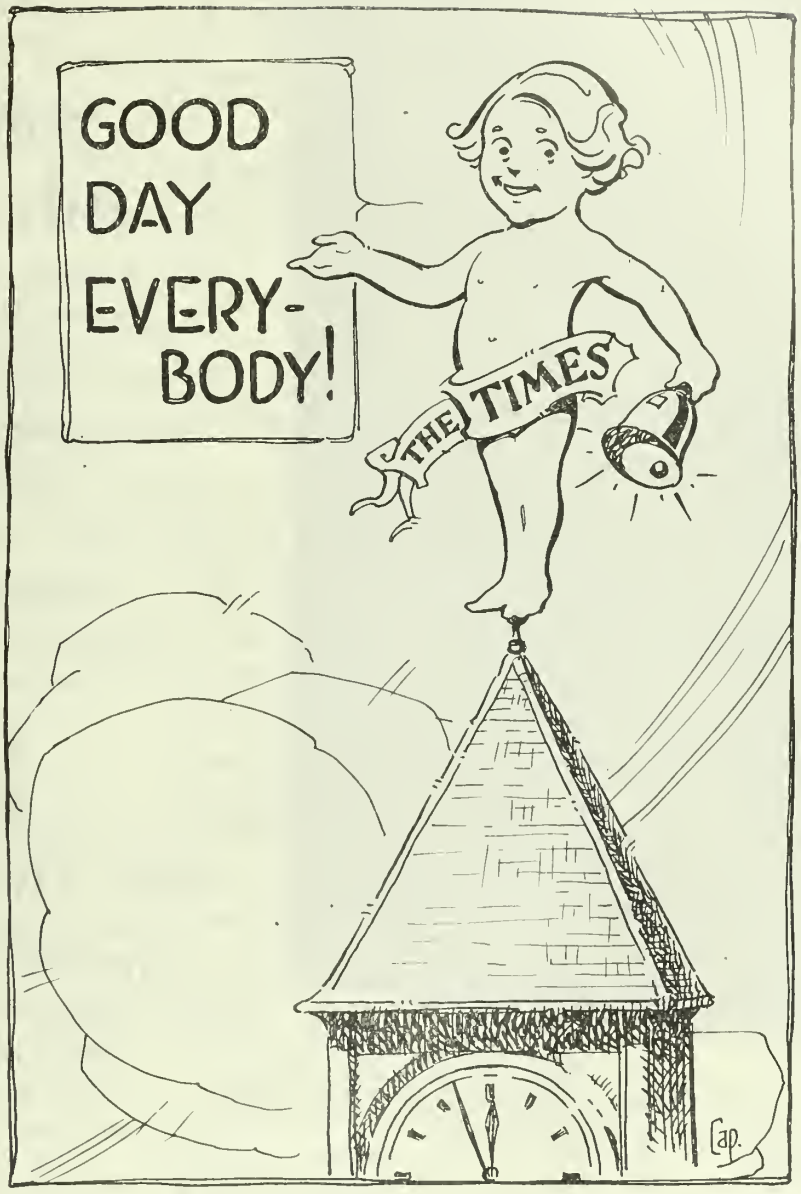
Nevertheless, many publishers seem firmly convinced that "quality" of circulation can be gauged by an examination of circulation methods, "net," etc. It is urged that the Audit Bureau should place publications in different grades, such as A. B. C. and D. "It would not be very difficult for those in charge of the Audit Bureau," says one publisher, "to determine the necessary qualifications or restrictions."

"There should be at least two, if not three, classifications in the Audit Bureau of Circulation," says another. "One class should be 'A,' composed of publications, which absolutely build up circulation on merit; Class 'B' should be publications which build circulation on merit, and also by the use of forced methods and premiums, which are not recognized as objectionable by some others. Class 'C' should be composed of publications which simply go out after circulation any way to get it."

"If the A. B. C. would report regarding the circulation of a given periodical as Bradstreet and Dun report on the financial standing of a corporation," says another, "it would be doing a real service."

The possibility of showing a favorable "net" while resorting to "objectionable" methods of getting subscriptions, is illustrated by one publisher, who complains of a competitor, who requires "their travelling, premium-giving, 100% agents to remit 50% of the advertised subscription price, and with the remittance they send a crop report of the section," which is described as worthless. For such reports, the editorial department sends a check equalling the amount of money sent in with their orders.

Some Canadian farm paper publishers resent the implied reflection on their circulation methods, arguing that



The Toronto TIMES

Succeeded the TORONTO DAILY NEWS
with the issue of March 27th, 1919

New Paper New Owner New Staff
New Management

Advertise With a View of Your Plant

You are too close, your customer too far away, to see your plant properly.

We specialize in birdseye views and factory illustrations. Let us make a view that will show your entire plant, its shipping facilities, etc.

Our experience and service guarantee Maximum Satisfaction at Minimum Cost. Write for details to

AD-ART STUDIOS

Producers of Advertising Art
7 Victoria Block-Windsor, Ontario

B.C. FARMERS

produced 50 Million dollars worth of produce last year—in 1917 it was 37 millions

The prosperous farmers who got this money take

The B.C. Farmer

(formerly Fruit & Farm)

Established 1909

It reaches Agricultural British Columbia.

Write for Copy and Rates

W. E. McTAGGART,
Editor and Manager

Rogers Building - Vancouver

Are You On?

Marketing

will come to you every month only when you get your address on our subscription list. Say the word—and send the two-spot.

TRANSLATIONS

English into French

Advertising Booklets, Catalogues, Circulars, Posters, Technical Literature

Why not secure expert service at once? It saves time and trouble.

LEON A. ARCHAMBAULT

P.O. Box 135, Station B, MONTREAL.
Telephone Uptown 4044

the "Open Letter" of the *Farmer's Advocate*, does not "come with very good grace in view of the circulation methods adopted by their Western office." Practically all the practices complained of in the two-page advertisement have been adopted by the Western end of their business" is stated. To what extent this statement is warranted we have no means of knowing, nor if true does it weaken the contentions of the *Farmers' Advocate* letter.

The question still remains: Can "quality" of circulation be standardized? Has "net" any significance? Are "forced methods" evidence of weakness, or of enterprise? Can circulations be rated similar to credit standing of business firms?

What do *you* think about it?

A.B.C. Membership in U.S. Not "Relatively Small"

EDITOR MARKETING:

In your reply in March MARKETING to the publisher who made objections to the A. B. C., you covered the ground comprehensively and efficiently. I trust, however, that you will permit me to reply to one statement you permitted to pass uncontradicted. Your correspondent said:

"If you will look over the situation in the U.S.A., I think you will find that the number of papers which have fallen for the Audit Bureau of Circulations is relatively very small. The Canadian newspapers seem to fall much easier. And you know, of course, that the A. B. C. is not making any marked progress in the U.S.A."

Whether that statement was inspired by malice or is merely an evidence of wilful ignorance it is impossible to say.

You have his statement. Compare it with the facts, verifiable by reference to the list of A. B. C. members, which any person may obtain free of charge on application to the Bureau.

There are only 7 daily newspapers in the United States with a circulation of 100,000 or more that are not members of the A. B. C.

There are 450 newspapers in the United States that have a circulation of 10,000 or more. Over 360 of them are now members of the A. B. C. or are applicants for membership.

Every English language daily paper in each of the following cities is a member. There are other cities 100% A. B. C., but these are representative.

Birmingham, Ala.; Washington, D.C.; Wilmington, Del.; Jacksonville, Fla.; Tampa, Fla.; Atlanta, Ga.; Springfield, Ill.; Indianapolis, Ind.; Dubuque, Iowa; Topeka, Kans.; Louisville, Ky.; New Orleans, La.; Baltimore, Md.; Springfield, Mass.; Detroit, Mich.; Minneapolis, Minn.; St. Paul, Minn.; St. Louis, Mo.; Kansas City, Mo.; Butte, Mont.; Omaha, Nebr.; Raleigh, N.C.; Fargo, N.D.; Portland, Ore.; Providence, R.I.; Charleston, S.C.; Sioux Falls, S.D.; Houston, Tex.; Norfolk, Va.; Spokane, Wash.

The Bureau to-day, has a larger number of members than at any other time in its history in spite of the fact that there were many consolidations during the year 1918 where two A. B. C. papers merged.

Young Man

with some experience in

Soliciting Advertising

is wanted on the foreign advertising staff of leading daily. Apply with full particulars to

Box A
c/o Marketing

Copy Writer Wanted

one able to write snappy copy for Retail Merchants. Enclose samples of work, and state age, and salary expected to

Box B
c/o Marketing
53 Yonge St., Toronto

Quality and Service

Multigraph Letters

Mailing Lists
Adv. Letters Written
Best Produced Anywhere

Addressing Folding Mailing

PHONE ADELAIDE 3313

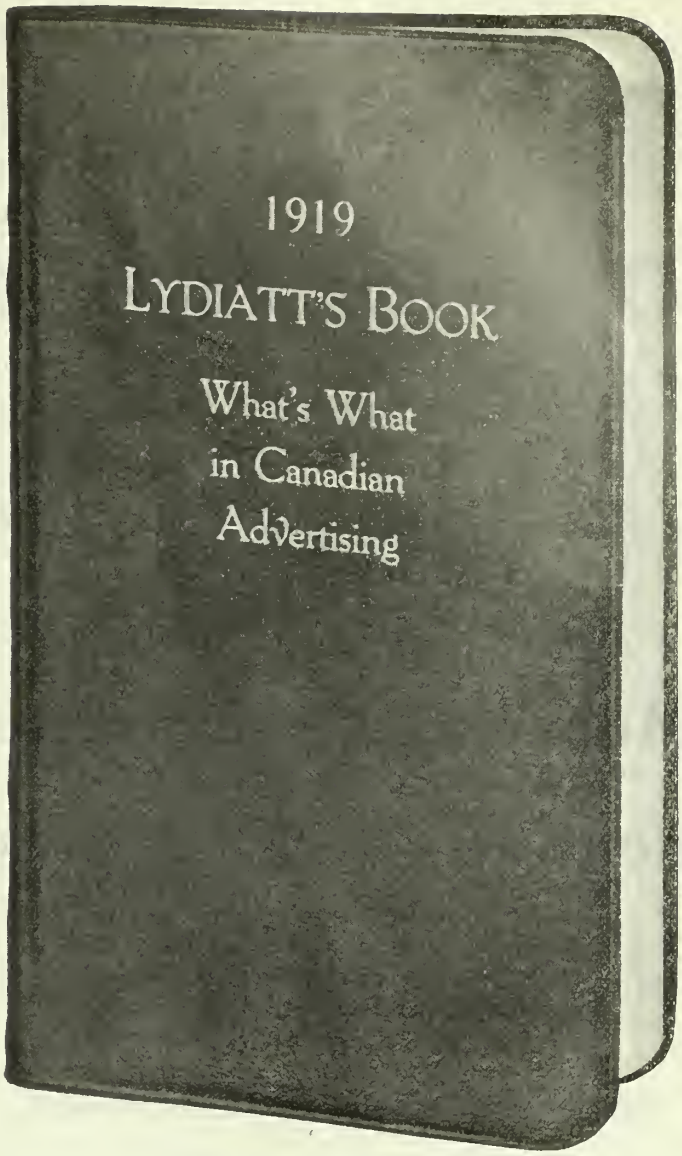
HARRY EDWARDS & SON

E. BENNETT, Manager

152 Bay Street, - - TORONTO

"I cannot understand how any foreign advertiser could hope to plan an advertising campaign in Canada without access to your book when we who live in Canada and understand Canadian conditions find it indispensable"

Goodyear Tire & Rubber Co.
of Canada Ltd.



New 1919 Book

Sixth Annual Edition
NOW READY

Postpaid to any part of the world
$3.00 a copy

Actual size, beautifully bound in green leather, gold stamped, 350 pages of facts and figures condensed and arranged for convenient reference.

A complete data and rate book, not a mere directory.

Get Your Copy Now

Contains complete data regarding all mediums in Canada of any importance to general advertisers; a gazeteer description of the provinces and important cities and towns, with complete data and advertising rates of all daily newspapers—followed by condensed data regarding important weekly newspapers.

Magazines, agricultural, religious, trade and other publications of general circulation are listed separately under their respective classifications, giving data as to frequency and date of publication, column sizes, circulations, advertising rates, etc.

The next section contains complete data regarding bill-posting, street car and other out-door advertising, followed by a list of the foreign representatives of Canadian publications and a directory of advertising agents, including lists of the advertisers whose business they place in Canadian publications.

Then comes much valuable data about engravings, how to buy them, specimens of display types, proof reading marks, paper qualities and sizes, printing costs, condensed data on window-displays, sampling, demonstrations and an interesting explanation of the best kinds of copy to use in various classes of media.

To many is the most important feature of the book the numerous tables of statistics analysing the character and distribution, race and occupation, earning power, etc., of Canada's population, urban and rural, what Canada buys from other countries and sells to them, relative industrial importance of various cities and towns, agricultural production, climate, numbers of homes, retail stores, and of automobiles, etc. Convenient condensed information regarding postage rates, express rates, customs tariff, trade marks, patent and copyright regulations completes the book.

A copy of 1919 LYDIATT'S BOOK with a year's subscription to MARKETING $5.00

Obtainable only from W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

WE SPECIALIZE IN

FOLDING BOXES

CONFECTIONERY BOXES MAILING TUBES

ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL

Quality and Service

Dominion Paper Box Co., Ltd.

TORONTO, Ont.

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

Let Us Do Your Illustrating

We have a most efficient staff of Photographers and Commercial Artists. Our Illustrations are selling thousands of dollars of merchandise. We give the maximum of service, our work is thorough. Satisfied customers will testify that "our drawings draw business." Let us advise with you how to obtain the greatest results from your advertising appropriation large and small.

R. W. MENZIES & CO.
MAIN 2210
Photographers and Artists
325 Crown Office Bldg.
Queen and Victoria - TORONTO

E. ST. ELMO LEWIS

PERSONAL COUNSEL FOR EXECUTIVES

Reports on Sales, Advertising and Marketing Organizations; on Plans, Performance, and Possibilities.

"The Lewis Bulletins," issued Semi-monthly, free to Executives.

317 FIFTH AVENUE
NEW YORK

Co-operation and Honesty

have in two and one half years built up the finest Envelope business in Canada, also a fine foundation for what we expect will some day be the largest.

We Lead in Quality and Service

TORONTO ENVELOPE CO. Limited

115 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

Of the 20 applications received during the month of March, one was from Canada and 19 were from the United States. It would appear that the American publishers are "falling" for the A. B. C. just as readily as Canadians.

On page 94 of Lydiatt's Book for 1919 you give a list of 36 leading American magazines that circulate to some extent in Canada. Thirty-five are members of the A. B. C. including *Harper's*, *Scribner's*, *Century*, *Outlook*, *Saturday Evening Post*, *Ladies' Home Journal*, and the *Delineator*.

Do the publishers of those periodicals need to prove they are not liars? Are they gullible? Or is it possible they are upholding a principle that is a little beyond the comprehension of the gentleman who says that the Bureau is "Fundamentally unsound"?

Your correspondent say, that "Newspaper men as a body are neither crooks, perjurers or liars." That is the reason so many of them are members of the A. B. C. If they were crooks or liars they could not obtain admission. The Audit Bureau of Circulations is somewhat exclusive. It is an Association of honorable publishers, who are co-operating with advertisers to place the buying of space on a sound business basis and discountenance practices inimical to the interests of advertising.

Your correspondent may be eligible.

Yours very truly,

GEO. F. HOBART,
Audit Bureau of Circulations.

Chicago, April 3.

"News" Becomes "Times"

The Toronto *Daily News*, which last month passed into the control of new interests, has since March 27th been published as the Toronto *Times*. Some changes in typographical make-up and a number of new features were inaugurated, including a department called the "School Times" edited by school children, which seems likely to prove a big success.

L. L. Berry, well-known in Toronto as advertising manager of the Cowan Company for several years, and latterly with the Resinol Soap Company in Baltimore, has gone with H. O. Wilbur & Sons, chocolate manufacturers of Philadelphia as advertising manager.

McConnell & Fergusson are preparing another campaign for the National Council Y.M.C.A. Red Triangle which will run the week of May 5th.

D. George Clark, advertising manager of the McClary Manufacturing Company, London, will assume the duties of salesmanager, in addition to his own, during the absence of A. M. Smith in Europe.

The *Halifax Herald* and *Mail* are featuring a unique form of guarantee to advertisers, based on the percentages by which their circulation exceeds that of other papers in Halifax and Nova Scotia.

The Logical Medium

for every buyer of newspaper space is one having a circulation not established on a competition basis or other means often employed to secure subscribers for effect.

THE NEWS RECORD
(KITCHENER)

has an **Audit Bureau distribution.** It covers the city of Kitchener, Waterloo and the adjoining towns, and carries the largest volume of advertising. In proportion to population few papers enjoy as liberal patronage.

Does D'Arcy Allude to Street Cars?

"Put the goods where the people can get them at the moment they are wanted, and put the advertising where the greatest crowds can see it just before they enter the place where the goods are on sale."

WILLIAM C. D'ARCY,
President of the Associated Advertising Clubs of the world.

If you agree with him, we will be pleased to help you follow his advice

The Canadian Street Car Advertising Co.
LIMITED
WINNIPEG MONTREAL TORONTO

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Some Hefty Facts from HALIFAX

FROM THE VERY BEGINNING THE UNVARYING POLICY OF

The HALIFAX HERALD *and* The EVENING MAIL

has been to give their clients the best possible SERVICE—the best possible return for their investment in our advertising columns. We accept all advertising upon the following

GUARANTEE

1. *THAT the net paid circulation of The Evening Mail in Halifax and Dartmouth is*

GREATER than the net paid circulation of any other evening paper in the same territory by **222%**

2. *THAT the net paid circulation of The Evening Mail in Halifax and Dartmouth*

EXCEEDS the net paid circulation in the same territory of all the other evening papers combined by **116%**

3. *THAT the net paid circulation of the Halifax Herald and the Evening Mail in Halifax and Dartmouth is*

GREATER than the net paid circulation of any other morning and evening paper in same territory by **140%**

4. *THAT the net paid circulation of the Halifax Herald and the Evening Mail in Halifax and Dartmouth*

EXCEEDS the net paid circulation in same territory of all other Halifax papers combined by nearly **100%**

5. *THAT the net paid circulation of The Halifax Herald in Halifax and Dartmouth is*

GREATER than the net paid circulation of any other morning paper in same territory by **33%**

6. *THAT while the circulation of other papers*

DECREASED in Halifax and Dartmouth for the period ending September 30, 1918, the net paid circulation of The Herald and The Mail in Halifax and Dartmouth, compared with the corresponding period of 1917, INCREASED **35%**

7. *THAT the increased net paid circulation of The Halifax Herald and the Evening Mail in Halifax and throughout the Province of Nova Scotia in 1918 was*

GREATER than the increased circulation of any other two newspapers published in Nova Scotia by **77%**

8. *THAT the total net paid circulation of The Halifax Herald and The Evening Mail*

EXCEEDS the total net paid circulation of any other morning and evening papers published in the same territory by **60%**

9. *THAT the total circulation of The Halifax Herald and the Evening Mail in Nova Scotia is*

GREATER than that of all the other Halifax daily papers combined by **40%**

10. *THAT the total circulation of the Halifax Herald and the Evening Mail in Nova Scotia*

EXCEEDS that of any other morning and evening paper published in the same territory by **50%**

11. *THAT the net paid circulation of The Halifax Herald in Nova Scotia, outside the City of Halifax and Dartmouth,*

EXCEEDS the net paid circulation of any other morning paper in the same territory by **12%**

12. *THAT the net paid circulation of The Halifax Herald in such centres of Population, Intelligence, Industry, Prosperity and Wealth, as Amherst, Joggins, Kentville, Lunenburg, New Glasgow, Oxford, Parrsboro, Pictou, Springhill, Stellarton, Trenton, Truro, Windsor, Wolfville, Westville and Yarmouth,*

EXCEEDS that of any other newspaper published in Halifax by from ..... **20 to 200%**

These Guarantees are based upon the reports of the Audit Bureau of Circulations, copies of which are available to all advertisers.

HALIFAX, CANADA W. H. DENNIS, *Vice-President*

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 24,339
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 6,228
One daily in big prosperous farming district, one of the best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,542
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,266
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 40,594
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE DROIT (E) 8401
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000

St. Thomas, Ont., TIMES-JOURNAL (E) 9,248
Only daily in St. Thomas or Elgin County, and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,097
Largest circulation in its trading territory. Oldest, largest and best medium.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service in Canada.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,135
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

THERE are six excellent advertising agents in Canada who are members of the Audit Bureau of Circulations and receive direct confidential information which the Bureau confines to its members.

These agencies are equipped to render the service to which you are entitled.

Is your agency one of them!

Advertising Rates and Up-to-date Circulation Figures

of all important Canadian newspapers, magazines, farm, trade, technical, religious and other periodicals; poster, street car, engraving printing and other costs; enabling you to buy to best advantage and check your advertising bills. Also more than 10,000 facts and figures about the Canadian market. In the new

1919

LYDIATT'S BOOK

"What's What in Canadian Advertising"

Now ready. Price $3.00.

Order from

W. A. LYDIATT, Publisher,

53 Yonge Street Toronto

Measure Your Agency By Its MEN

THE strength and value of an advertising agency —the service it can give—must after all be measured by the training, experience and ability of the men in the organization.

It is a noteworthy fact that this agency has an unusual staff of producers of advertising All concentrated in one office.

Each trained to analyze markets and merchandising methods.

Each capable of directing and planning advertising and merchandising campaigns.

Each with a record of accomplishment that proves ability.

All working together to make each account successful.

In our list of accounts you'll find advertisers of world-wide repute.

Our close contact with so many of the largest advertisers is the result of creative work from the very day our offices were opened.

Our experience with them is at your disposal — as a guide to efficient selling through advertising.

Now is the time to get started.

Let's talk things over. In your office or ours. Let us put you in touch with our clients — we'll gladly let them sell our service.

"Our Clients Sell Our Service"

We have proofs of advertisements from some interesting campaigns which we'll send to you, together with the direct-by-mail accompaniments we planned for each.

THE BAKER ADVERTISING AGENCY, LIMITED

184 BAY STREET, TORONTO

"Government and Co-operation are the Laws of Life;
Anarchy and Competition are the Laws of Death."

—John Ruskin, "Unto This Last."
"Qui judicatis terram."

THE last word in co-operative advertising effort is exemplified in the new *Everywoman's Storekeeper Service*. The advertisers who use Everywoman's World get the maximum of merchandising co-operation. For the directors and management of Everywoman's World believe in service to the limit of their abilities. That is why *Everywoman's Storekeepers* were instituted—that is why they have been further improved so that now we are told:

> "Your new Storekeepers are the best dealer co-operative work I have seen anywhere in America."

Both *Everywoman's World* and EVERYWOMAN'S STOREKEEPER SERVICE will stand your fullest investigation.

EVERYWOMAN'S WORLD

Canada's Greatest Magazine

TORONTO, CANADA

OVER A HUNDRED THOUSAND MONTHLY—MEMBERS A.B.C.

Organization Depends on You

Your filing clerk is not responsible for the way your filing system works; it's not her fault if it's *fundamentally* wrong. And you certainly can't blame her if she holds you up for that "wanted-in-a-hurry" paper—to close some important point in a discussion—to get some needed information.

Your're responsible for the proper organization of your office, and everything that's in it—including your filing system.

This is the case in your factory; every operation is planned for your men; shop practices are standardized; all the thinking is done in advance—to save time, delays and clogged wheels.

The only difference between factory and office routine is one of function—*for efficiency both depend on organization*.

So your clerks are only responsible for carrying out the details of filing. And if your filing system isn't fundamentally right—in other words if it won't yield up the paper you want when you want it—is it really fair to put the blame on your filing clerk?

The "Office Specialty" Direct Name System of filing correspondence is a steel-trap, error-proof system of filing. Your filing clerk can't go wrong. Everything's worked out to act automatically—it's organization based on simple, fundamental principles.

Hundreds of business men in every kind of business have found this system the end to their "filing-and-finding-of papers" problems. The same benefit it has brought to them is offered to you—and backed by time, labor and money saving proof.

If this "getting-papers-when-you-want-them" question is bothering you, get in touch to-day with our nearest Filing Equipment Store and let one of our service men demonstrate its particular benefits to you. Or if you want a little more information about it before doing anything write to the nearest store for descriptive folder No. 1862.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Vancouver

OFFICE SPECIALTY

LABOR SAVING OFFICE DEVICES · TIME IS MONEY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W.A.Lydiatt

PEACE WORK

It is a sincere service to the nation to keep Canadian factories running full time. We are all anxious to readjust ourselves to Peace conditions and thus provide work for everyone.

You can provide the work if you can dispose of the product—and that is where we can help you.

Let us show you the direct way to create demand. Let us demonstrate for you Advertising as a Living Force.

Address correspondence to nearest office:

A. McKIM, LIMITED
Advertising Agency

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a copy

MAY 1919

$2.00 a year

Courtesy of Monarch Knitting Co., Dunnville

THE reproduction in exact colors on live models is recognized as the most effective form of advertising. Rendering this service requires expensive equipment, specially trained mechanics and a knowledge of paper and ink conditions that cannot be acquired without a long and exacting experience.

We have endeavored to organize as efficiently as possible and without doubt can be of real service to users of high grade color work.

SOUTHAM PRESS LIMITED

CANADA'S LEADING COLOR PRINTERS

TORONTO MONTREAL

Co-operate With Retailers 500,000 Canadians Will Help You

IT is decidedly constructive sales policy to extend every possible factor of co-operation to retailers. Advertising is a most important item. Advertising in these two magazines results in definite, positive sales action because it appeals to a definite class of Canadians—people who are known to be responsive to advertising. It is this responsiveness which creates dealer influence. It is a powerful factor of co-operation. This is how it works.

MACLEAN'S MAGAZINE

Let us consider a representative trading centre, St. Catharines, for instance with about 18,000 population. There are 720 families in and around St. Catharines who read MACLEAN'S regularly—3,500 individuals—people who are among the real leaders of the community. A glance at our subscription list proves it. These people are bound to influence the purchases of others. It has its effect on the dealers. It is a form of co-operation which they appreciate.

The Influence of MACLEAN'S on the people and retail stores of St. Catharines is an indication of its **National** influence. Hundreds of communities are covered in the same manner, and the same positive influences are at work for the advertiser throughout Canada.

70,000 copies are now being printed monthly, allowing for an average of 5 readers to a magazine, 350,000 Canadians read MACLEAN'S. It is read in the finest type of Canadian homes. A cold-blooded analysis of advertising results proves that MACLEAN'S wields maximum sales influence at minimum cost. It wields both consumer and dealer influence.

FARMERS' MAGAZINE

The physical appearance and the contents of FARMERS' MAGAZINE plainly indicate the character of its readers—30,000 families of the prosperous and progressive type. Figured on the basis of 5 readers to a magazine over 150,000 people read FARMERS' MAGAZINE.

Their wants are much the same as those of urban dwellers. Packaged foodstuffs, high grade clothing, automobiles, accessories, bicyles, hardware, musical instruments, toilet goods, etc.—all find a ready sale to readers of FARMERS'.

These items are purchased largely from local dealers. The county of Oxford is cited as an example. Over 900 influential agricultural families read FARMERS' regularly — 4,600 individuals whose buying power must be appreciated by merchants of Oxford county. The same influence is at work throughout English - speaking Canada. Here is proof. A dealer writes: "If the Tire advertising has done as much for other dealers as it did for us, they should show a very substantial increase in the sale of their tires this year."

100,000 COPIES — 500,000 READERS

MACLEAN'S and FARMERS', in combination, have a circulation of over 100,000. Allowing for 5 readers to a magazine it will be seen that 500,000 Canadians read these magazines. They constitute a powerful factor of dealer co-operation because they are backed by strong reader influence. Sample copies, rates and other information upon request.

The Maclean Publishing Company, Limited

143-153 University Avenue Toronto, Canada

The Peace Treaty Dispatch
Canada's Greatest Newspaper Leads the Continent

United Press Associations

INCORPORATED IN NEW YORK

SERVING MORE AFTERNOON NEWSPAPERS THAN ANY OTHER NEWS AGENCY IN THE WORLD.

GENERAL OFFICES
WORLD BUILDING, NEW YORK CITY

May 8, 1919.

C. F. Crandall, Esq.,
Editor, Montreal Star,
Montreal, Que.

Dear Sir:

The United Press doffs its hat to the Montreal Daily Star.

Congratulations on beating every newspaper on this continent in supplying the public with the complete text of the Peace Treaty summary. The United Press is gratified that it was able to second your splendid enterprise by supplying three direct wires to the Star office, thus enabling you, in cooperation with your New York bureau, to have the text in less than one-third of the time taken by other papers in receiving it.

The New York papers, which received the text en bloc on its release at 1 O'clock, did not equal your record.

The United Press is proud to be associated with the Montreal Star in being daily the first to supply its public with the biggest news in history.

Yours very truly,

W. W. Hawkins

General Manager

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 5 TORONTO, CANADA MAY, 1919

EFFICIENT SALES MANAGEMENT

PART V. RECORDS—OPERATION, STATISTICAL AND OTHER DATA

This is the fifth instalment of Mr. Lewis's series describing the fundamentals of successful sales organization. Previous articles have dealt with study and investigation of the market, the mechanics of organization, and determination of house policies. This month he describes the need of records, which will be continued next month with charts and illustrations.

BY E. ST. ELMO LEWIS

RICHARD W. SEARS founded Sears, Roebuck & Co., the most successful mail order house in the U. S., if not in the world. He was born in the country. He began as a telegraph operator, and became a master advertiser, a merchandiser par excellence, and a profound student of the masses.

He sold millions of dollars worth of goods a year without meeting his customers personally, yet he knew more about them and their interests than many of the retail storekeepers who personally met these customers every day and yet failed to sell them.

Yet these customers were nothing to him but names in a card index.

He built a mammoth business on the simple fact that the world will come to the man who knows how to mould it.

While to Richard W. Sears millions of people were nothing but names on a card, yet he sold thousands of things by mail that hundreds of manufacturers are still struggling with night and money to sell by men, mail, and more money.

He knew his customer—in the mass and the individual. He played averages. He sent his advertising where the people were, and offered them the kind of goods they wanted—which is a big thought that entirely escapes thousands of men who ought to use it.

Richard W. Sears died several years ago.

A former partner, Julius Rosenwald, now owns and operates the business.

Sears, Roebuck & Co. do a business of $140,000,000 a year. On what? The simple formula which Sears developed in the beginning is embodied in the following:

1. Find out what enough folks want.
2. Find out where the folks are who want it.
3. Get what they want at their price.
4. Tell them you've got it.
5. Guarantee it.
6. Trust them.

Of course, behind that formula is a complex organization of investigators, merchandisers, advertising writers, managers, and campaigners—but the man who sits at the center of things watches these fundamental controls.

"The successful operation of a mail order business is the true test of merchandising efficiency, salesmanship, and advertising," said a manager of a great department store. "The mail order houses of the first importance are no longer cheap-John affairs. They challenge the best of us. They have broken up a lot of our pet theories about face to face selling. When you consider that the John Joneses, the Becky Smiths of their world *are but cards in a file*, you are still more puzzled to answer, 'What is the use of all the strain and expense of personal salesmanship?' "

Some day, every advertiser will demand evidence of selling force in his advertising. There will be a terrible awakening, but it will be good for business, and especially for selling.

The huge success of the mail order wholesalers and jobbers who sell goods to the retailer by mail, is another proof that analysis of territories, carefully recorded and formulated in the hands of the analyst and salesman manager, make it possible to develop entirely new standards of selling efficiency.

At present hardly ten per cent. of business men know enough about their markets even to hazard a promise of a definite return on any sales activity. There are no records in the average sales department worth the time it takes to read them.

"A good salesman likes to be checked. He likes to know there is a moving picture of his work in the central office." —G. W. Hopkins, in charge of Sales, Columbia Graphophone Co.

* * *

"It takes real salesmanship to meet the test of traced returns. And a man (advertising manager) who has to face them long will never publish folderol."—Lord & Thomas.

* * *

"Prove it!—is the command that would demolish the house-of-cards-advertising policy of many an advertiser."

* * *

"It needs no argument to convince the most skeptical that the Sales Department must have methods which will enable the sales manager to keep in touch with the work of the salesmen, the needs and wishes of the trade individually and collectively, and the complaints, growth and responsibility of individual customers, and all this without being burdened with the actual handling of the detail."—G. H. Kerr, Dupont Powder Company.

* * *

"The purpose of the baker of the rural districts of Southern Europe, who in common with his customers is barely able to read and write, is better served by the sticks on which he notches his sales, than he would be by the most handsomely ruled ledger and cash book."—Paul-Joseph Esquierre, Author—"Applied Theory of Accounts."

MR. VAIL AND THE WESTERN UNION

When Mr. Theodore N. Vail took charge of the Western Union Telegraph Co., he had the service analyzed:

He had a chart made to show the service of the Western Union in the Metropolitan district. This showed graphically the hours of heavy traffic and those of comparative idleness; how the load rose abruptly from six o'clock in the morning to a peak between ten and eleven o'clock and then fell away in a decline of about 45 degrees to four or five o'clock the next morning.

The question was, just as it had been with the electric light companies, "What can we do to straighten out the chart line, bring the bottom of

the valleys nearer the peaks?" Analysis proved that 5,000 offices were carrying the other 20,000 offices; that the time efficiency of those 5,000 offices was only 0,046.

The old Western Union staff took this as a matter of course. They assumed that everybody knew all about the telegraph. "Certainly a service like the telegraph, that had been the daily companion of 100,000,000 people, was being used by all the people who would use it." If the people wouldn't use it, they wouldn't, so there you were! What *could* be done about it? "It was human nature." "By and by people would wake up"—and so on. You hear the same reasoning wherever men have become habituated to routine systems of actions, thoughts and words. It is the ingrowing mind that cannot see much beyond the office chair.

Mr. Vail thought differently; he was a salesman by instinct and training.

The people thought of the telegraph as a vehicle of the quick and urgent. People did not think of it as a regular, ordinary, letter-writing device. Mr. Vail saw that was the nub of the situation. There was a zone between the hurry-up telegram and the mail. Fill this with a new habit, founded on an unknown want. Mr. Vail saw it. He saw it as a merchandiser sees things—as something to be used to make money—not as a theoretical abstraction. Hence, the Western Union's night-letter, and the after development of a day letter. He put his idea in a package, labeled it, and sold it exactly as if it were a package of salve or toothpowder. He saw it as a thing to sell. He called it a "Night-Letter"—descriptive and connotative, suggestive and full of selling points.

The average telegraph manager would have issued some free publicity about "the unreasonable public wanting the telegraph companies to rush all their work in a few hours." Both the day and night letter ideas came of analysis of production plus analysis of the market as to human needs and mental tendencies. Mr. Vail is primarily a business builder. He is a market student. He has the viewpoint of a sales manager. He, as President Carlton further said, "Laid out the development of the business for years ahead, and it will keep us all busy realizing his plans."

There is a curious sidelight on how "impractical" Mr. Vail is in his processes in another thing Mr. Carlton said:

"He would put himself in the place of the merchant or manufacturer and consider what more he could ask of the system, or he would follow its historical growth and figure what the next step should be."

Just as a mail order manager, a newspaper manager, or the merchandiser of a big department store has to do.

Thousands of manufacturers and retailers and bankers and public service corporations refuse to do this; which attitude has worked much to the benefit of lawyers, sheriffs, politicians, and their competitors.

How Do They Do It?

When the results are so self-evident that there is no dodging them, then the rule-of-thumb man asks, "How do they do it?"

He wants a program of action, carefully arranged in 1-2-3 order. He takes to a system—not of thought, but of ruled forms and charts. Why? To see if his own methods are not better than he thought they were. This is a distinct step in advance, because it does put things on record.

The next step is to get those things that are made a matter of record, true, worth while, and usable.

History versus Prophecy

There are probably seventy per cent. of the records made to-day of no use to any one sixty days after they are made, and most of all records are of no real value to intelligent sales management at the time they are finished.

The change from keeping scores of clerks busy keeping track of the live ones, minds and bodies, by the means of reports with which tape-worshipping minds tried to hobble effort, has been profound. To-day the science of prophecy has come into its own. We will leave to the accountant the task of writing history. The sales department's task is to anticipate, cultivate, realize futures.

All its records are for the purpose of defining what is in hand to-day as a guide to what can be done to-morrow.

The sales records, therefore, are predicated on to-day conditions of the minds, hearts, and pocketbooks of the possible customers.

Its efficiency is to be judged, not by what increase it had over last year or last month in volume or net profit (although those are used as a check-up), but it watches by what per cent. realization is gaining on opportunity. There, in that attitude of mind lies the whole law of the great growth in sales efficiency.

The To-Morrows in a Greedy Market

There is going to be a to-morrow for the steel industry and all the rest of the war-inflated lines. Then down will come the standing room only signs, and the hungry buyer will have his inning.

The shoe manufacturer to-day does not care whether there are twenty or two dealers he can sell in Berwyn, Ont. He hasn't shoes enough for one. He is in the manufacturer's heaven—where he has to prorate his orders.

The indifferent to-morrow will teach him—perhaps.

Then watch him rush his salesmen into their territories. Hear some of them cry and pray for new tariffs and new protections.

The public got over the idea long, long ago of beating a pathway to the doors of the maker of a good product. Emerson taught us that fallacy in the greedy markets of the early 50's

Some manufacturers still believe it, but their agents, salesmen, and jobbers know there is nothing in it.

The public has put the "reverse English" on that old saying, and now expects the manufacturer's representative to beat the pathway to its door, by advertising or in person, knock, wait admittance, and perhaps get some attention.

Competent sales managers know this and refuse to take chances with outgrown theories that once were practical principles of marketing.

A star sales manager was recently asked to consider the sales management of a manufacturer of an old line somewhat similar to his own.

"Let me see you sales department," he said.

He was taken over to a corner of the building, into a small office. That was the sales department.

"Where are your sales records.?"

He was shown a loose-leaf binder containing the monthly sales totals for eight or nine years—arranged by salesmen. That was all.

He looked over the sheets carefully, then at the president for a second. "Do you mean to tell me that your sales manager got the results he did with only this to guide him?"

"Yes," replied the president, "but he was with us for a long time and kept a great deal of the sales end of the business in his head."

Now that he had gone, all that had been buried with him. The business had not been "going right" for several months. Some large buyers had become "quite unreasonable." The offer to the star sales manager was one of the results.

The inside situation did not appeal to the sales manager, but there was a great chance to make a showing, provided—

He interviewed the Board of Directors.

He demanded a free hand in revamping the line, the sales policies, the force, and the expenditures. He did not try to sell them on what he was going to do and how he would do it. He knew the danger of pouring new wine in old bottles.

The Board dreaded anything drastic—they wanted to be assured that he would not interfere with the income applicable to dividends—they quibbled and dickered. He withdrew, declining to argue with the patient over the prescription.

"They do not know what they are doing, where they are going, nor when they arrive," commented the sales manager.

There was nothing to build on. What had been done—how was it done — who had done it — where, when? Buried in the graveyard with the burden carrier "who had it all in his head"—buried in the vault full of old correspondence, old orders, ancient homes of accounts—buried in the memories of department heads, salesmen.

A Case of Planning for To-Morrow

A large western wholesale, dry-goods, and notion house, three years ago, adopted the principle that it had a right to a consideration on all business in its territory.

Up to that time it had a force of salesmen who represented the house among the trade, solicited the orders, oversold some and undersold more, told good stories in a cleanly human way, dined the buyers, travelled economically, tried not to exceed their average sales cost, picked up a new customer once in a while, received the suggestions from the home office with a written amiability that they did not always feel, worked a town along well beaten paths, were loyal and honest employees and good citizens.

The house prospered with the growth of the western country. When

wheat and corn went up the house laid in bigger stocks and the orders were larger.

It was a nice, fairly easy and comfortable business for everybody.

One day a man with an idea dropped into that quiet family circle.

Emerson, or someone else, has said, "Beware when the Great God lets loose a thinker on this planet. Then all things are at risk."

So it happened in that wholesale and jobbing house.

He asked—"How do you know you are getting all the business you should from old customers, and how do you know you are getting your proportion of business from new customers?"

It always takes two people to start an idea going—one man to think it, and another man to say, "Let's do it."

Sometimes they get together.

The two minds were present at that interview.

The manager said, "We don't know, but how are we going to find out?"

There was no "We are getting along nicely." "What's the use?"—"Grandfather never concerned himself about such things." "What do you know about wholesaling?" "Have you ever travelled this territory?" or, any of the thousand other ways of saying, "Let me sleep."

Then the idea began to work.

The wholesale house made an analysis of the buying power of every state, county, town, and city in its territory; then, a selling chart was made for each of the twelve principal departments of the house.

That analysis made the manager the most unhappy man in his state. He wasn't even half as good as he thought he was!

"How can we get it?" he asked.

"Show 'em how to sell what you sell 'em," was the answer.

The manager opened his eyes a bit wider—considered that for a moment, and the habits of fifteen years went into the discard that moment.

"All right. How?"

"Train your men to be merchandisers — creative salesmen — never oversell or overstock — move your specialties by co-operative advertising —know more about what a retailer's trade will buy than he does, then show him how to get what you know is there."

That was a big order. But the manager was game.

The records of the analysis of the territories showed that the house should be doing three millions more a year, but the human factors of the sales organization had to be considered.

It was decided to ask for $750,000 for the year's increase. The quota was divided according to the twelve departments, and assigned to the territories as the territories showed up in the analysis — not according to salesmen, salaries, or past performance, it should be noted.

A prize and bonus scheme of rewarding the salesmen was worked out.

Then the salesmen were called in to the home office to be sold on the New Idea. For four days the selling went on. The analysis of each man's territory was shown. Every nook and cranny was shown up. "The facts and figures," as one salesman expressed it, "gave me a headache." Some of the men resented the idea that the house should tell them how, when, and where to sell goods in a territory they "had travelled for twenty years.

"That is not the question," was the answer. "Are these facts and figures true?"

They had to admit it.

"We ask you for but a percentage of what is there. We know what is there; now we'll make it worth your while to get it. All we ask of you, go out and get a part of what is there."

At last about seventy-five per cent. were sold.

Then the men went into their territories.

The business began to come from those who were playing the game. There are always a few in any sales organization who do a thing that everybody else knows can't be done.

The records of those men began to be published. Then a few others got busy. The records doubled. The final record for the year showed a twelve hundred thousand dollar increase. Next year the quota calls for a fifteen hundred thousand dollar increase over last year.

The whole organization is on its toes.

Analyze the reason:

Investigation.

Organization.

Records of facts that could not be ignored or argued out of existence—that neither salesmen, manager, or directors could dodge. Records that made men grow up to the opportunity. Of course there was Vision, Faith, Courage — the trinity of leadership backing these with the Standards, Planning, and Rewarding—which are to be considered later in this series.

But indisputable Records of *present, past and future* were the ground work of the process by which the operations were brought to a predetermined finish.

Yet it is a very simple philosophy back of it all—just the same as that back of Ford, Vail, Sears. Get the facts, study them, turn them over, think on them, meditate. The vision of the thing to be done—the faith that it can be done—the courage to try it, will come when you bring knowledge into contact with a selling mind.

The how comes in the process of testing.

As one of the officers of the house described it:

"As you know, in the years of long ago (and not so very long ago, either), the road salesman who was most successful was the man who could *persuade* his trade to take on goodly amounts of the merchandise he offered. This persuasion took several different forms. One man would offer goods at a price, another would try to sell from the standpoint of quality, while a third, by reason of his personal magnetism or 'that something' which was said to be characteristic of the born salesman, succeeded in unloading goodly orders nearly everywhere he called."

"But there came a time when the quality salesman had to meet competition from another line just as good as his own—and he met it with a lower price. The salesman who sold on price found that there was a limit to the cutting which his house would stand; and the 'personality' man discovered that personality failed when confronted with shelves which held too many goods carried over from a preceding season.

"And then, little by little, a new type of salesman came into view. He talked quality perhaps, he talked price, too; and his personality was more or less pleasing, of course. But he had something more to offer than goods or prices—he had service. Not the service of mere 'quick shipments' and the like—he had suggestions to offer for helping the retailer sell the goods he bought. *He taught the customer how to analyze his business; how to find out where business lay; and how to go after it.* And this salesman soon found out that price cut little figure in his sales. He had something infinitely better to offer than mere goods—he had a selling plan for assisting his customer in disposing of his stocks, and the merchandise with which to back up his sales plan."

The How of Things

Of course there is a how of doing such things. The how rests on one of the Emersonian principles. "Reliable, immediate, adequate and permanent records."

Records and data are the basis of action. Scientific selling depends on facts, not "hunches." Not a unit of personality, individuality, insight, or genius for selling is lost. Its grasp is strengthened, its hits increased, its surety and confidence increased. The more the inside stories of great business are told the more we are impressed with the similarity of the process, as well as with its simplicity, i.e., the great, consistent performers have drawn upon a much greater supply of information, data, facts, experience than those who fell by the wayside. They were the last to talk of inspiration, and not the first to speak of the statistics, reports, data, which they considered before arriving at epochal judgments.

The United Cigar Stores Company, with a thousand stores, requires some very simple records to guide its management.

Once a month, but on irregular intervals, an inventory is taken in every store just as if the business was being closed out.

The effect of this is—

1. To determine to the last cent the effectiveness of the store as a business proposition.
2. To show what the movement of stock has been, in brands, prices, qualities, and articles.
3. To show the condition of the store and efficiency of men.

By this the company can regulate class and quality of stock sold—and check the honesty of clerks.

The company gets a report from every one of its 1,000 stores which shows every day what that store has sold, analyzed by lines and kinds.

In next month's MARKETING we will chart the reports and records required by each division in a modern sales department also illustrating a few typical forms.

WHAT IS EXECUTIVE ABILITY?

The guessing executive—why he is sometimes successful. Subordination of intelligence to instinct. Are you the secretarial or executive type of man? Portion of chapter from a new book: "Training of Salesmen"

By William Maxwell, Vice-President, Thos. A. Edison, Inc.

TURN to the want ad section of the newspaper and you will find evidence that men of executive ability are not scarce. Under "Situations Wanted," you will observe the advertisements of numerous men who unblushingly lay claim to a high quality of executive capacity.

In hiring men, I have frequently asked the question, "Do you feel that you have native executive ability?" I do not recall that I have ever received a negative answer. Usually I also inquire, "How would you define executive ability?" Few of the men who claim to possess it, seem to have a very clear notion of what executive ability is. Nor have I.

I know a man who has acquired a considerable reputation as an executive because of three characteristics; his laconic speech, his practice of quickly deciding all questions submitted to him, and his unwavering adherence to his first impressions. He argues thus: "If you pitch a half dollar into the air a thousand times, the probabilities are that it will fall heads up as many times as it falls tails up. When I reach a decision, I don't mean to say that I'm guessing, but suppose I was, wouldn't I be able to guess right at least half the time—and if you're right fifty per cent. of the time in business, it's a high batting average, isn't it?"

I reminded him of the gambler's maxim, that, "The man who does the guessing, takes ten per cent. the worst of it." "How do they figure that?" he demanded.

"Take, as an example, your own illustration of flipping a coin," I attempted to explain. "If you invariably selected heads, you could scarcely be accused of guessing, as it is probable, in view of the law of averages that you would be practically even with your opponent at the end of a thousand throws. On the other hand, if your choice fluctuated between heads and tails, you *would* be guessing and you would assume the highly eminent risk of encountering a succession of results, the exact opposite of your guesses, and entailing upon you losses which it would be be difficult for you to recoup, unless you pyramided your wagers. Events that are left to chance have no sequence which human faculties can anticipate, and it is the theory of professional gamblers that the man who attempts to anticipate them, is at a material disadvantage."

"How about luck; don't luck enter into it?" he enquired.

"The gambler figures that, in the long run, he will have as much luck as the man who does the guessing."

"I see," my friend agreed. "I guess that's right. The man who does the guessing takes ten per cent. the worst of it. I suppose that's why Ike Greenberg always wants me to say whether it's heads or tails when we match for lunch. I'll fool him to-day.

"But," he continued, "admitting, when I decide things in my business, that I guess right only forty per cent. of the time, isn't that a pretty high average—a higher average, in fact, than most business men get—and isn't it better to take snap judgment and keep things moving, even if you are right only forty per cent. of the time, than to fiddle around and get everybody all balled up and still, maybe, not be right more than forty per cent. of the time?"

It is seldom that an executive will make so naive a disclosure as this man made, but I am afraid there are numerous executives whose methods in many instances, if not habitually, are nearly as primitive as his. Very probably, you would not want him to manage a business for you, but quite possibly you are already a stockholder in a corporation which is managed by the same type of man.

"How can such a man be a continuously successful executive?" you ask. Under certain conditions, it is quite possible. First of all, the fundamental policy of the business which he manages, must be sound. If he formulated the policy himself, he may have hit upon it through sheer good luck, rather than by the exercise of good judgment, but that does not necessarily affect the value of the policy.

Instinct vs. Intelligence

The next important condition to his success is that he shall adhere strictly to the fundamental policy, which he has established, or which has been established for him. In this connection we encounter what seems a paradox. The executive, who, in the decision of matters presented to him in the daily routine of his business, guesses, "acts from tuition," or takes "snap judgment," or whatever you choose to call it is, on the average, a little more likely to adhere consistently to the basic policy of his company, than the man who makes a purely intellectual function of each decision which he renders.

Why? I am not sure that I know. Perhaps it is because the policies of a man's business become so deeply rooted in his mind that, in making a "snap judgment" decision, where intelligence is largely subordinated to tune instinct, he acts subconsciously in harmony with fundamental policies and ignores considerations, which, with a more careful weighing of the matter in hand, might influence him toward a conclusion at variance with the established policy of his business.

Do I make my meaning clear, I wonder? My thought involves one of the distinctions between instinct and intelligence. Animals, acting from instinct alone, are usually consistent. Man, when guided by his intelligence, is likely to be inconsistent, but such of his acts as are prompted chiefly by his instincts usually show a considerable consistency although falling far short of the consistency which characterises the average dog or cat. Speaking in a very broad sense, I think we may safely say that the more closely a man's acts are identified with his instincts, the more consistent his actions will be.

It can be argued that one's instincts are a heritage from one's ancestors, and that a human being cannot develop within himself instincts of sufficient strength to exercise a subconscious influence on his *own* conduct; this, despite the fact that the conduct of his *descendants* through the agency of heredity, may be materially affected thereby. I do not hold with that view, and my disagreement is based on my observations of men with whom I have been in close association, and I may also say, to some extent, upon my observations of myself.

However, if I have erred, it is in the choice of names. If it is not instinct which a man has developed when we say of him that "it has become second nature to him" to perform certain acts, the thing nevertheless so closely resembles instinct that convenience justifies the use of that word in describing it.

Must Not Vacillate

A third essential to the success of an executive who "guesses" (and it is important to the success of every type of executive) is that, having made a decision, he must not vacillate. The guesser rarely does vacillate. Strangely enough, the man who jumps at a conclusion is likely to persist in it more doggedly than the man who has formulated his opinion by exhaustive investigation and careful reasoning.

The fourth necessary element in the success of a "guessing" executive is that he shall be surrounded by capable subordinates, who have confidence in what he calls his judgment, and who carry out his instructions with intelligence and good spirit. Here again, we find that the "guessing" executive and the reasoning executive have needs in common, as no executive can attain the fullest measure of success unless he has the confidence and co-operation of competent subordinates.

Under the conditions I have named, and assuming that moderately good luck attends his activities, it is possible for a "guessing" executive to round out his business career and go into retirement with an unsullied reputation for exceptional executive ability. Perhaps the probabilities of chance are against so happy an ending of his career, but it is possible—just barely possible.

The phrase, "Guessing executive," has rather an unpleasant sound, and it gives one cold shivers to reflect that one's favorite stock may be at the

mercy of a president or general manager, who decides important matters by guess. To say that a man acts on intuition sounds better than to say that he guesses, but I am unable to see much difference between the two methods. While there are few executives who will admit that they frequently reach important decisions by guesswork, there are a great many who pride themselves on what they call their "intuitive judgment." I have never met a man who possessed "intuitive judgment," nor have I ever seen a white blackbird. I expect to enjoy both experiences at about the same time.

Many Guesswork Executives

I do not think I go too far, or use too strong a term, when I say that a considerable number of so-called executives are, in a large degree, guesswork executives, and apply to many of the matters brought before them for decision, about the same methods they would use if you asked them to match coins with you. Furthermore, if there is such a thing as the natural executive type of man, I believe that one of his characteristics is likely to be a spirit of impatient daring which sometimes expresses itself in guesswork, particularly when the controlling facts are difficult to obtain, or require extended consideration for their proper understanding. Therefore, if you feel that you are a natural born executive, and there is any foundation for such opinion, it will not be a bad idea if, every morning when you get out of bed, you make this resolution," I shall do nothing to-day on impulse. For my every act to-day there must be the justification of clearly comprehended facts." Make and observe this resolution daily for the next six months and see if it materially changes your methods, your point of view, or the quality of your work. If you really believe that you possess executive capacity, the experiment is worth trying.

I have had a good deal to say about executives and executive ability without giving you a definition of the latter. My silence on that interesting point is quite in harmony with the manner in which most people treat the subject. People who have jobs to fill advertise for men with executive ability, and people who want jobs advertise that they possess executive ability. One complains that he can't get executive ability, while the other bemoans the fact that there is no demand for it. In most cases, neither could tell you what executive ability is. Did you ever hear a business man undertake to define the term?

Whatever it is, executive ability must be a very curious sort of gift. I know a man who has charge of the employment department of a large corporation. He does not employ the men who fill the more important executive positions in his company's organization, but he does hire a good many men for positions in which the exercise of some executive ability is required. For that matter, there are probably few positions or jobs in any business which do not call for at least a little executive capacity.

Somewhere he chanced to read, perhaps it was in one of Mr. Brisbane's editorials, that brunette men are deficient in executive ability, while blonde men are likely to be gifted in that respect. Therefore, what was more simple and logical than to confine to blondes his selection of men for executive positions? I admit that blonde executive sounds a little like blonde Esquimau, but I am sure that anyone who carries a potato in his pocket to ward off rheumatism, or believes that man with a mole on his neck is likely to have money by the peck, or that roan horses have greater stamina than bay horses will readily admit that a blonde executive is almost certain to be superior to a brunette executive.

Personally, if I were in search of an executive, I do not think his complexion and the color of his eyes or hair would be taken into consideration. If this is unscientific, the character reading dopesters and tipsters may make the most of it. I am prepared to concede the evil portent of a black cat crossing one's path, and the disastrous consequences that are likely to result from walking under a ladder, and the ominous significance of being the thirteenth guest at dinner, particularly if the cook planned for only twelve, but I am not yet ready to adopt the superstitions which have been welded into the alleged science of character reading.

I can't read character. You can't, either. Both of us would probably be wasting our time if we tried to learn. If you can understand your own character, you are one among ten million. The flash point of oil can be pre-determined with a fair degree of accuracy, but the flash point of character cannot. If you get to thinking that you can read character, you will need a lot of luck to keep you out of trouble.

Ability to do Things

Before we attempt to hire "a man with executive ability," let us try to decide what executive ability is. I don't see how we can continue longer to dodge that question, do you? Primarily, executive ability is *the ability to do things*. In the cave age the cave man executive was a man who could go and get meat regardless of difficulties. He didn't rely on anyone but himself. In our more complex modern life, executive ability seems to consist chiefly in the ability to *to get other people to do things* better than you could do them yourself.

Some years ago a factory manager said to me, "When I came from the old country, I got a job as a laborer with Deere & Company, at Moline, Ill. After a time I was made boss of the yard gang. It was the duty of the yard gang to keep the factory grounds in order. There were five or six men under me, and I felt pretty proud of my job. A few hours after my appointment, I took my men around to the office building to remove some debris. Instead of telling the men what to do, I commenced picking up the rubbish, and they stood idly by and watched me. Of course, it was only a momentary condition, but Mr. Deere happened to come to an open window and observe it.

"Are you the new yard boss?" he enquired.

"Yes, sir," I proudly replied.

"Why don't you have chairs for your men, so that they will be more comfortable while they watch you work"? Mr. Deere remarked, as he turned away from the window.

"That incident taught me a valuable lesson. Ever since then I have tried to avoid doing anything that a subordinate was capable of doing."

Frequently, I catch myself in the act of zestfully attending to all the details of some relatively unimportant matter, while my assistants stand or sit around and watch me do it. I wonder if all executives, big and little, don't have this fault in some degree. One often hears an executive say, "I suppose I ought not to do this myself, but I can do it in less time than I could tell anybody how I want it done." Such reasoning may be justified if the task to be performed is not likely to occur again, but if its recurrence is at all probable, the time required to teach a subordinate how to deal with subsequent cases would ordinarily be well spent.

There are men whose heads are nearly as full of knowledge as the dictionary of words, and, in some instances, such knowledge is as well indexed as the dictionary, but not infrequently these men prove unable to co-ordinate their knowledge into effective plans or policies. They are mere curators of knowledge, ready to display it upon request, but lacking the ability to make practical use of it.

Other Shortcomings

In choosing an executive, the first peril to avoid is the man who thinks he has "intuitive judgment." Him we have already discussed. Another danger is encountered in the live-wire type of man, whose alert manner, readiness of speech and comprehensive knowledge temporarily blind our perceptions to whatever defects he may have.

I believe Louis XI. is said to have made a barber his most trusted advisor because of the latter's deftness with the razor. I imagine the crafty king had other reasons, but the legend frequently has a substantial equivalent in modern business, when somebody's secretary, or somebody else's assistant, is made manager of something or other, because he always knew what his boss wanted and how to find it. Recently I noticed a correspondence school's advertisement in which, as I recall it, the illustration showed a well set up young man being promoted to an important executive position because he had been able to give the directors a scrap of knowledge which they wanted—and which he had obtained in his correspondence course. After making due allowance for the license that it was necessary for the artist to take in expressing this idea in a single picture, I am free to admit that such things actually happen quite frequently and constitute one of the many excellent reasons why a young man should acquire all of the knowledge he can absorb. However, it is rather hazardous to select executives in this way.

Several years ago a company was formed to take over three or four smaller companies. Due either to chance or the standards of judgment employed in selecting men, a considerable number of executive positions were filled with men of the secretarial type. These men proceeded with beautiful precision to perfect an organization which would move like clockwork. The policies of the company and the duties of its employees were clearly and comprehensively set forth. Every man was a cog and was shown how to mesh with his neighboring cog. Of course, while

(*Continued on page 184*)

A MESSAGE OF SERVICE IN EVERY LETTER

Another of the Better Letter Bulletins

By S. Roland Hall

An earnest correspondent puts this problem up to me. He writes: "My work consists almost entirely of what might be called routine letters—letters acknowledging receipt of orders, letters notifying customers that certain goods are being shipped or cannot be shipped, letters about returned goods, exchanges, claims, etc. I think I appreciate the power of the letter, generally speaking, but what can a correspondent do in the way of putting trade-winning or trade-holding value into such correspondence? It seems to me that my opportunity is far short of that enjoyed by the correspondents of the sales department."

When, oh when, I wonder, will all who write letters realize that every letter from a business house is, in a broad sense, a sales letter—and though it may deal with a trivial matter it plays its part in making or holding the good will of the person addressed; and good will is a constant creator of sales.

It is a sad reflection on business efficiency to hear on every hand that sales departments are exceedingly careful to have every letter carry the impression of good will, of readiness to serve, while other departments write either what may be called "neutral letters"—letters that are as colorless and lacking in individuality as if they were printed—or else "communications" that seem like an "icy mitt" as compared with the "glad hand" messages from the sales department of the same concern.

I stand on the platform that every department of a business—I care not how small or routine may be its duties so long as it comes into contact with customers by means of letters—plays a vital part in the making of impressions. I would feel that I had done a tremendous service to the business world could I but impress this truth indelibly on the mind of every letter-writer.

Would the correspondent whom I quote at the outset treat every caller in the same routine fashion if he were running his own little business and had people coming in for small purchases? I think not. In one way or another, he would contrive to make a good impression on every one who called. It might be "Good morning," "Thank you," "Come again" or "Let us know whenever we can be of service." Suppose these little exchanges with customers were over the telephone. Would not my correspondent strive to convey the message of good service by the tone of his voice, if in no other way? Why not, then, in letter-writing, which is but a substitute for oral conversation? The principle is the same.

Correspondents often fear that because a little point of service has been used continually people may have become tired of hearing about it. Of course, if we are writing every few days to the same people it would not do to describe a point of service in exactly the same words every time, but with a little variation the firm may continue year after year exploiting its service arguments without risk of tiring readers.

The following suggestions are merely illustrations of the possibilities in brief service messages:

Your order is being handled promptly and should leave our plant not later than to-morrow.

The returned goods have been received in good order, and we are glad to give your account credit of $58.

We should be delighted to have a chance to show just what service we can give you on this undertaking.

I trust that some of these days you are going to afford us the pleasure of having you as our guest at the factory.

We are very willing indeed to make the exchange and trust you will find the B—— model admirably adapted to your requirements.

We have a vigilant traffic manager ready to serve you, should the goods not arrive promptly.

Whenever you have a rush job, tell us; with our facilities we can put it right through for you.

Regard your little red and brown stamps as winged messengers—inexpensive, but wonderfully efficient, if you will let them be. Whether your letters are short or long, routine or special, whether they deal with shipments, receipts, collections, exchanges, claims, explanations, or what not, try to put some message of service into every envelope.

It is no easy matter to impress on customers the principal features of our goods or service. We are more likely to undo this work than to overdo it. It took the makers of Ivory Soap a decade to get the general public to think of the product as 99.44 per cent. pure. And the job isn't done yet. I like to have every letter from the Alpha Portland Cement Company carry the message that Alpha Cement is tested hourly at all Alpha plants and that the Company has plants on six trunkline railroads. If I were connected with the manufactures of Bundy steam traps I should want every letter to carry either a written or a printed reminder that Bundy traps operate by gravity—a law that never fails.

The weakness of three-fourths of advertising is its deadly monotony or triteness. Usually what is said is very much the same statement that every other firm in the same line of trade is making—"our goods are best," "our prices are right," "we guarantee satisfaction," and the like. I refer to "advertising" because I feel I cannot say too often that every letter is a telling advertisement for the firm on whose stationery it appears. The letter-writer should realize that he is an advertisement-writer and should school himself to introduce into the ordinary correspondence, in the most tactful and effective way, the service features of the commodity offered by his firm.

Now this does not mean that all business-office letters—including those that are of a semi-business and semi-social nature—should be made over-commercial with advertising slogans or trade claims. But keep thinking of the letter as an ideal vehicle for a messsage of service, though it may have to be introduced inobtrusively.

"Right in theory, but difficult to carry out in practice," you say. Not for a long time is it difficult. The real difficulty is that we have become so habituated to writing "Yours of the 5th instant received and in reply would say that the goods ordered were shipped to-day—yours truly" that our mental machinery does not work easily in producing other kinds of messages. Make it a point to be more individual and soon the writing of better letters will be as easy as the grinding out of the canned stuff, and it will be an hundred times as satisfying to you.

Don't you remember how embarrassing it once was to introduce people or to ask the girl to have a plate of ice-cream? You do this glibly enough now. The first few times one tries to speak in public or to pray aloud, the job is a hard one. Practice usually makes all of these things possible if not actually easy.

There is a manufacturer of ready-built houses who features in all his messages the offer of a dollar for every knot found in the lumber sent out. Most concerns would probably content themselves with "absolutely free from knots." The "dollar-for-every-knot" agreement is simple and pointed.

A nationally known real-estate firm includes in letters to property-owners the thought that "there is some one in this country who will buy your property; we should like to find him for you."

A manufacturer of building material says to his correspondents "Call freely on our Service Department; we are here to help you."

A correspondent of mine whom I did not meet until we had exchanged scores of letters used to sign himself always as "Faithfully yours." That closing phrase was distinctive; it fitted this man admirably, for he was most dependable. I would not advise everybody to use "Faithfully yours." If used generally, its distinctiveness would be lost, but this is just another instance of how a few words may create in your letter the picture of service.

The service note need not necessarily be the last word of the message, though, generally speaking, the end of the letter is a good place for it. First impressions and last impressions sink deep. The caller who passes out with a happily chosen ending for his interview gains, and very likely retains, your good will.

Let us hear from you as often as we can be of assistance.

If we have not given you exactly the information you need, please come back at us with questions and we will cheerfully furnish additional details.

Examples could be multiplied indefinitely. Having caught the spirit of this, you will be able to work out much better messages of service than any one outside of your organization could suggest, for you can make these little touches individual and specific.

SPURRING SALESMEN TO GREATER EFFORT

How some salesmanagers get their salesmen's best effort. Bulletin suggestions. Advantages and disadvantages of competitive plans. Continuing the review of salesmanagement practice,

Prepared for MARKETING by J. C. KIRKWOOD

"NOW produce," said the business manager, though perhaps in other words, as he gave the new salesman a smattering of facts, a time-table, grip of samples, price book, catalogue, expense money, and a list of prospects. So with what may have been unlimited opportunity, yet chuck full of ignorance and hope, intermingled with fear, the salesman started out—"on his own," so to speak.

Sometimes he made good. Under the necessity of making a living, or with the spur of confidence in his ability to make good, he struggled through the difficulties, uncertainties, discouragements, yet with feelings akin to those of the youngster, who was once pictured as saying: "Nobody loves me, I'm going out into the garden and eat worms."

Business often times was gained only after long acquaintance, through friendships won, family interests developed, hobnobbing with train conductors, bus drivers, hotel clerks or other salesmen. The salesman was literally let loose, and left loose, and was considered to be making good so long as he earned the smallest salary the boss could induce him to accept. Little wonder that he generally "controlled" his trade, and was able to switch it to another house when he got a better offer.

But modern sales-management practice does not approve of leaving the salesman "on his own." Experience has shown that territories are not best developed, or possibilities fully realized, by leaving it up to the salesman to produce results sufficient to justify his salary. Nowadays the potentialities of the market are carefully weighed, quotas set and the salesmen asked, and encouraged, by various pace-making methods, to scratch for business so long as there is a grain of it to be uncovered.

SALES BULLETINS COMMONLY USED

Most sales-managers are strong advocates of the periodical sales bulletin. These are best composed by the sales-manager himself, and it is strongly emphasized that they should be sales bulletins, not sales bull. They usually take the form of weekly sales letters, both in large and small sales organizations. The best are short and full of business facts, such as market reports, trade news, explanations of changes and developments, sales ideas, new or seasonable goods, and news of other salesmen's activities. The value of making salesmen realize that they are kept fully informed as to what is going on, was clearly emphasized last month.

Properly written and edited, your bulletins will make your men better salesmen. The better your salesmen are informed about the goods they are selling, the better impression they make on customers, to say nothing of the confidence which knowledge gives them. If your bulletins are newsy, interesting, educational and up-to-date, they will act as a clearing house of ideas for the entire force.

One sales manager comments thus: "Your bulletins should never be dry reading. By interspersing the paragraphs with selling philosophy, by occasionally a few lines of poetry or a bit of humor, and now and then an anecdote, what would otherwise be a dry letter is thus made attractive. It is suggested that such selections always have a bearing on your business. They are helpful because they relieve the monotony. As an example, a few lines of the poem, "It can be done," will suggest to salesmen that seemingly impossible things can be accomplished by them, providing they have courage to try and keep at it. Some bulletins may be made personal. If written in conversational style, they are more effective. If Jones has a fine run of business, mention it in the bulletin; the same for Smith, if he captures an opening stock, and if Brown has had an extraordinary good run of orders, compliment him, and thus encourage him to turn the trick as often as possible.

"Suggestions and selling ideas help to fasten the salesmen to you, as they appreciate all the help they can get from headquarters; selling points that can be interpreted in the language of the customers; reasons why the dealer should buy your product, and suggestions for selling the product after the dealer has purchased. Answers to objections made by customers to the line of goods sold, advertising that links up with sales plans and a detailed plan for its use; all these salesmen should know. Salesmen should be taught the best methods of presenting sales arguments. Salesmen should be told of actual experiences by their fellow salesmen. An interchange of selling stunts encourages new endeavour.

A HELP IN SALES CORRESPONDENCE

To save time and the overlooking of important matters in correspondence with salesmen, some managers have a card before them on which to note the matters coming up daily which they desire to mention in letters to the men. With the memorandum before you, it will not be difficult to dictate right off the reel when you are ready for it. If you wait till the last moment, much valuable matter is sure to be overlooked. You are sure to have occasion often to write each individual personal letters in regard to matters which concern him alone. One suggests having large envelopes or pockets made of very stiff paper, one for each salesman. Keep these on the desk. As matters arise which you have no time to write about or which do not require immediate attention, make a note and put it in the envelope bearing the salesman's name. Then when ready, take all matter out of each salesman's desk envelope and place in an envelope to be mailed. Then nothing is forgotten. You frequently think of something one moment and forget it the next, unless you jot it down at the time. Many valuable ideas are forever lost because of failure to note them at the time. Personal letters in a big organization to salesmen, should, except under unusual conditions, go only through the manager to his men. In handling a big organization with division sales managers, to keep our organization together, we will find we cannot indulge in personal letters to men under other men, because if we do, the other fellow will feel that we are trying to slide something over him, and then again, if we indulge in the practice we will find that the salesmen will often times jump over us and place us in an embarrassing position.

Salesmen need instructions while on the territory, and it is the best place for men to learn quickly. It is sometimes a good plan to have in an organization special salesmen, who can be called upon to do special work with men. No special salesman should be allowed to go on territory without having full details pertaining to his work. The credit department should give him a list of the accounts and make special note of any of those that may be in arrears, suggesting necessary steps that should be taken if the account is to be collected or adjusted. Salesmen should have a list of all dealers that have been sold on the territory, even those who have not purchased within a reasonable length of time. A list of prospective accounts should be given, so that the salesman may know in advance what prospects there are in the territory. Definite instruction should be given in regard to the way the territory should be covered, train service, etc., and every man should be provided with the total volume of sales obtained from the territory, divided according to varieties sold, so that a man may know on what varieties his special effort should be given. When a regular salesman works with a special salesman, and realizes that the special man has all detail information pertaining to the territory, he will naturally work with that special man with much more interest.

Salesmen should be given the inspiration that comes from elbow rubbing at sales meetings and conventions. Salesmen should receive gross sales, quota standing, knowledge of the per cent. on sales of profitable goods, and a record of the growth of their business. We must give salesmen support that will produce business, at a profit to the house, the salesman and the customer.

Use of Contests

As a further means to stimulate business, competitive contests of various kinds are employed in many sales organizations, though not all sales managers are agreed that contests are a good thing. Not a few houses of high standing, object to the principle of pitting one salesman against another. Others find it difficult to standardize conditions so that a fair basis of competition can be established.

Those opposed to contests of any kind, point to experiences where competition breeded discord and discontent. They argue that co-operation, not competition, is the life of a sales organization. An instance of a "house divided against itself," is related by one sales manager, who several years ago was placed in charge of a sales organization, with a past darkened by contest evils. The so-called "star" salesman had carried off all honors, because "in setting his quota, certain conditions had not been taken into consideration, and a business upheaval handed to this man, sales which he would never have made in the ordinary course of events."

"And this question of quotas is a delicate one—always hard to fix," he continues. "Ask any man who has tried it."

"The man who figures out the quota of a salesman has to be a wizard, and the fellow who keeps up with the contest during the life of it, must know how to figure and carry details, which no salesman has the patience to fool with. "Oh, I know I sold more than 'steen' dollars worth last week," a salesman will say, and yet have no record of what he actually sold. Maybe he did sell more than was credited to him and his orders were held up in the Credit Department, or rejected by it, or there was some doubt whether they could be filled. And sometimes shipping orders brought up the question whether the sale was to be credited to the man who made the sale, or the man into whose territory the goods were to be shipped. These conditions are bound to come up and the salesman becomes disgruntled, jealous, and it goes without saying that no salesman will get very far if he is handicapped with that sort of mental rubbish.

"But someone says, 'Yes, Mr. Man, your objections are good, but you are only objecting to details." Get the proper party to handle the detail and the sales contest will be a swimming success. Who is this 'proper party' who can set sales quotas, so that they will be fair to everyone and make everyone happy? Who can, in announcing a sales contest, foresee the thousand and one things including the human element, which are bound to come up during the life of it?

"Details are the evil of the salesman's life. Details 'kill' more salesmen than any other one cause. The man who is successful with detail is, as a rule, a very poor salesman. Someone has poignantly said that a good salesman is a bundle of 'glittering generalities.' We have transferred men from the accounting and engineering departments, men who were adepts at figures, to the sales force, and watched with much interest their transformation from figures to fancy— from the bondage of dry facts to a boundless world of imagination.

"Another evil that surely accompanies every sales contest is this: The 'star' salesman who wins his prize generally sells the biggest buyers and gives the biggest discount, while in the same organization are some of those of the old 'Newfoundland' type, plain, steady, consistent pluggers, who turn in business at about 99 and 44/100% of the list, month in and month out. These pluggers show increased sales every month, contest or no contest. Twenty years from now, the firm will be getting business from the accumulated good will built up by these pluggers, when the big sales made by the 'star' salesman, through cut in price, will have long been forgotten. The consistent pluggers work for the future. They do missionary work. To them, selling goods is the most natural thing to do—just like eating their meals—something they do regularly, without the artificial stimulant of sales contests.

Objections Largely Psychological

"It will be seen, that our objections are not based upon the dollar and cents features, but rather upon the psychological element that enters into the problem. Our experience has proven to us that sales contests break down instead of build up the morale of a sales force. A sales contest is nothing more than a stimulant and stimulants are but passing fancies that invigorate only for the moment, the reaction leaving the patient worse than before.

Others argue that salesmen soon tire of contests and refuse to respond to them. Yet as a matter of fact, they have been conducted month after month, year after year, by certain sales organizations.

Successful Contests

Success seems to depend on the character of the contest, and the vitality and tact of the management, rather than on novelty to the sales force. The "ginger" idea has a place in sales-management only when it is founded on a sincere regard for the men of the organization, a keen realization of their problems and difficulties, and a sincere desire to give them co-operation.

The love of a game is innate in human nature, and in a closely knit harmonious selling organization anything is welcomed that makes a game out of business and enables its members to indulge in friendly rivalry. The sales contest satisfies that love of a game, sets a standard for the salesman to attain, sets a pace for him, and thus promotes his selling efficiency.

It may be set down as a fundamental principle of sales-contest planning that every man in the organization be given more than a fighting chance to win. The rules should be such that every salesman in the organization, regardless of the volume of his production, will start out sanguine of his chances of coming out at the top. A contest which by its rules is confined to a few topnotchers will attract little attention and create no enthusiasm in the rank and file of the organization. This means that the contest will not be an incentive to them to increase their sales.

The factors contributing to a successful contest are not unlike those applying to an exhibition, in the opinion of one sales manager. Those who have had experience with trade shows have come to know that the successful display is the one of short duration and that permanent exhibitions of almost any character fail to attract as well. It is human nature, in the case of the permanent exhibit, to defer attendance on the theory that it will be there tomorrow or next month.

Favors Short Contests

Similarly in the case of contests, enthusiasm is less tense and the salesman is but following human impulse when he slackens his pace to-day on the theory that he can make up for it to-morrow. Concentration is important. The energy wasted to-day represents water over the dam. There is no to-morrow—and so there is strong argument in favor of the short-period contest.

When the twelve-month contest is employed, there should be supplemental contests of shorter duration, the purpose and mark aimed at being different from those of the principal contest. Or if the same, then the twelve months should be subdivided into smaller time units, as the quarter-mile posts in the race track, and interest stimulated in the conclusion of each section of the contest. These peak points of enthusiasm can be created and intensified through the medium of weekly bulletins.

Two weeks is the period of the United Cigar Stores, while the Sherwin-Williams Company's contests run a year. The Glidden Varnish Company finds three month to a year effective. The first has sales not greatly subject to seasonable change in volume, while the second and third must take a longer period to equalize for large stock orders and varying demands.

Nature of Prizes

"Bonus systems and profit-sharing plans have proven successful in developing interest and increasing efficiency on the part of employees. Sometimes the measure of merit and the amount of reward are fixed only by general observation of the individual and his work. Again, they are more scientifically determined upon definite lines. Profit-sharing and salesmen's contests may well be coupled together and a share of the profits be made the reward of the competition. The reward should be measured scientifically and according to the relative merit of the contestants as determined by the conditions of the contest. When this is the plan adopted, the contest period is usually twelve months. The arguments already advanced for supplemental contests of short duration carry the conclusion that the reward of those should be quickly obtainable.

"Money, it is generally believed, is the most acceptable and satisfactory prize, but articles of value may be selected to advantage, particularly if they are in addition to money rewards. Burroughs Adding Machine Company favors prizes which can be kept and which will recall the contest to the winner, such for instance as a gold watch, or something for the home which will interest a man's family in the contest, and preferably each prize should be engraved with the winner's name, date and selling record."

Methods of fixing quotas and a number of popular forms of contests will be reviewed in next month's Marketing.

DEMAND CREATION BY DIRECT METHODS

One of long experience in the preparation and use of printed matter undertakes to show how sales may be facilitated by intelligent team work between the manufacturer's advertising department and a good printer.

Written for MARKETING by W. J. Healy

WHEN salesmen were formerly relied on to communicate ideas about the goods to middlemen, and middlemen relied on for demand creation among consumers, advertising has been developed to take their place—not solely, but as a means of doing quickly, cheaply and effectually much of the work they have done in the past, and some which neither could profitably undertake at present.

The problem is to determine what part of the work of demand creation can be done more cheaply or more efficiently by advertising than by the sales force or distributor, and what kind of advertising is best adapted to perform these tasks. Two broad classifications of advertising have become recognized—general and direct.

General advertising aims to find new prospects, either addressing the broader public through newspapers, magazines, posters or street cars, or appealing to special groups through the farm or other, class periodical or trade journal.

Direct advertising seeks to turn *known prospects* into purchasers, and to cultivate good-will and stimulate increased buying among regular and occasional customers. Various mediums are used, either independently or in combination—personal letters, booklets, circulars and mailing cards, house organs, catalogues, premiums and novelties.

Direct advertising is intensive advertising in that it is aimed at individuals selected from the mass, whose needs, tastes and inclination to buy have been fairly well established, and each of whom has a local habitation and a place on the mailing lists.

A Development

Of course from the beginnings of printing we have always had direct advertising of a sort. How else could we characterize the price lists, catalogues, leaflets, handbills without which no business seems able to get along. But until recent years these were generally rather bare, bald and unadorned, though not entirely ineffective, specimens. Gradually it assumed improvements, in quality and varieties of paper stock, in character and selling value of illustrations, in detail of description and development of persuasive argument, until to-day we have the painstakingly devised and superbly illustrated and printed catalogues which seem to many of us to have reached the limit of effectiveness.

Catalogue, booklet, folder, broadside, mailing card and folder, window poster, display cut-out, show card, house organ, calendar, post card, form letter—these are some of the forms in which Direct Advertising has developed, more and more demonstrating its utility in marketing plans. How is any individual manufacturer to decide what kind of direct advertising is best suited to his requirements, and likely to pay him best? How—especially if his advertising expenditure is not large enough to justify the employment of a competent advertising manager—is he to get the kind of direct advertising matter he should have?

I do not think the average advertising agency can help him much, for it is chiefly concerned with the preparation and handling of periodical advertising, and seldom is equipped to do justice to the opportunities offered by direct advertising. True they do prepare considerable material of this sort, some of it very effective. But it has been the experience of many advertisers that they cannot rely on those who prepare and place their newspaper ads. for the service they need in planning and preparing direct-by-mail campaigns.

Yet, to the manufacturer, large or small, direct advertising to, and through the retail dealer, can prove of great value. In paving the way for the salesmen; economizing the salesmen's time; covering territory which it is not profitable for the salesman to cover often enough, if at all; keeping in touch with the trade in-between salesmen's calls; even to replacing salesmen entirely; Direct Advertising has been of unquestioned service.

Supplements Salesman

There is probably no other line of sales effort that can bring the manufacturer greater returns per dollar of expense, when skillfully planned, properly executed and backed up, than cultivating the acquaintance and good-will of his trade through the mails. It will scarcely be disputed that, other things being equal, the goods about which the dealer hears oftenest, the firm which impresses him as being most enterprising and on-the-job, will win and hold his favor. If yours is a specialty line, or if on account of distinctive qualities or special features, it stands out from competing articles, the reasons for strong and persistent advertising to the dealer are even stronger. Your salesman's time is costly—and if you can conserve it, enable him to make more calls and more sales, by doing some of the selling in advance through the mails, it is not difficult to make direct advertising more than pay its way. Your prospect cannot always see your salesman at his leisure—but approached with the right sort of literature through the mails, and often enough, he will undoubtedly give it a degree of attention which in many cases will sell him more effectively than the average salesman can do under average conditions.

To get the dealer interested, keep him interested, or keep him "sold," it is generally necessary to reach him with your proposition repeatedly—usually oftener than it would be profitable to have your salesman call. And in a country like Canada there are many dealers off the beaten track, totallying an inviting volume of business, whom the salesmen cannot interest or whom they do not find it convenient to get to. There are many localities which it is unprofitable to cover by "male," which can be reached to advantage, and with profit, by mail. Many dealers now buying from competitors would doubtless readily buy from you if you gave them the reasons, which you feel are good ones, why they should buy from you.

Many firms have experienced a profitable development in their business, in these ways, and for these reasons, by the intelligent and persistent use of the right sort of direct advertising material. The most enterprising manufacturers and distributors in Canada are to-day paying far more attention to the possibilities of increasing their business by such methods, than ever before. Sometimes the results have proved absolutely astonishing.

In some cases the direct-by-mail campaign is planned to continue throughout the year, reaching the dealer at regular intervals; in others the effort is concentrated in the season when their travellers are out, or in others when the travellers are not covering their regular territory. Some campaigns coincide with publicity in the newspapers, when it usually proves a most valuable and often necessary reinforcement.

Helping Dealers

An interesting development of direct-by-mail advertising, much employed by some advertisers, who spend the bulk of their appropriation in this way, is direct advertising through and for the dealer.. Sometimes this supplements publicity in the newspapers and magazines, occasionally it replaces it entirely, or nearly so. This sort of advertising is quite commonly done, to the extent of printing up a supply of booklets or folders or other material, sending a quantity to each dealer, without request or upon the dealer's request, or upon the salesmen's instructions. A great deal of waste of expensive printed matter too often results from indiscriminate distribution in this way. But it seems that most advertisers will only learn by experience that they must control the distribution of their printed matter if unnecessary waste is to be avoided. Dealers get a great deal of this sort of material, and unless it has exceptional interest, has been sent on their specific request, or has actually been *sold* to them at cost (as many advertisers now do) all or a large part of these parcels of printed matter quickly find their way down the cellar or into the furnace or waste paper pile.

But dealers can be convinced of the benefit of systematically distributing such advertising matter, and their co-operation can be secured, if sufficient

interest is taken in securing it. One plan frequently followed, is to get the dealer to agree to mail the material with his bills, or specially, to a list of his customers. Sometimes this has worked out satisfactorily, particularly where the dealer is an exclusive local distributor. But more often it has been found that dealers could not be relied on to take care of such mailings in sufficient number to make the plan work out satisfactorily. So that advertisers who go in for this kind of advertising extensively have, in perhaps the majority of cases, evolved the plan of getting the dealer to send his list of names to the advertising department, where all the mailing is taken care of—the letters or literature going out often bearing the dealer's name and address, and ostensibly coming from him. Some advertisers carry on very extensive campaigns of this character. Occasionally it is a part of the arrangement that the dealer is charged with the postage, as a check to careless compiling of lists.

On the whole, direct advertising through the dealer to consumers is much more complex, and involves much more expense, than advertising to the dealer himself. In fact so much detail is involved in carrying on such a campaign on any scale that it can only be taken care of by a well-equipped advertising department.

Where To Get It

But I have not answered the question previously asked, as to how the manufacturer is to decide what kind of direct advertising will pay him best. How is he going to get advertising literature that will be attractive and convincing enough to manoeuvre or outsell his competitor? I think the most satisfactory answer will be found in the service of those most experienced in the preparation of advertising material of this character—advertising men who make a specialty of this sort of work, or the departments maintained by many good printers and some engravers which are equipped to provide the required service. A few of them in Canada have gone to the trouble and expense of organizing such departments, training and developing men competent to advise and prepare suitable layouts, copy and illustrations, and in come cases look after all the details of such campaigns. These, working in sympathetic and enthusiastic co-operation with some of the more enterprising manufacturers, are planning and producing direct advertising campaigns that are accomplishing wonders in speeding up the selling process and increasing the volume of sales.

If these men sometimes seem intent on inducing you to spend more money, use better printing or better illustrations than you have used before, don't conclude too hurriedly that they are actuated only with a desire to make the job more profitable to themselves. That, I think, is rarely the case. These men appreciate the *value* of effective illustrations or better printing—they are generally anxious to produce something which will yield you better results; for their success, and their future business with you, depend on giving you something better, to bring bigger results. They serve themselves best when they serve you best, and most of them realize this. Certainly they are as much "disinterested" in their advice as the advertising agent who urges you to use more space, or more publications, or more insertions, in the belief that it will make your periodical advertising more productive. So choose a good firm, and give it your confidence. Invite and encourage an interest in your problems and difficulties, be free with your ideas and suggestions, don't take the attitude of daring him to do something better than you could do it yourself. Afford him every facility for getting the information he requires—and don't discourage conscientious efforts to render worth-while service by taking his ideas and getting competitive bids from other printers who haven't given the same time and thought to working out your problems. Don't expect the same value from the ready-made or "semi-ready" advertising campaigns devised by some specialists to be readily adaptable to half a dozen or more different uses. Made to fit campaigns are generally worth any difference in cost. They wear better, as a rule.

Don't undertake a big and expensive campaign until a try-out has established the percentage of results you are likely to secure. Having tested your plan you can make such changes as seem advisable, then go ahead applying it on a larger scale, assured of the results.

I believe that direct advertising can be made of real value to any manufacturer or wholesaler distributing goods through dealers. To many it is positively necessary, if they wish to obtain or maintain the volume of business to which the excellence of their product or methods entitles them. But to prepare the right kind of direct advertising requires time, experience and a relatively liberal idea of expense. Its preparation should be entrusted only to a printing organization equipped to give the best service and insure a strictly high quality of mechanical work, in addition to better-than-ordinary ability in designing, engraving and copy-writing. Prefer the concern which has demonstrated its ability in doing work for firms whose success is established.

And having secured good work, do not be too ready to change. A good printer can do better work for you on a second campaign, and should do even better on a third. If a change is made you risk less satisfactory results, and necessitate the new service man learning a lot before he reaches the point where the former one was dropped. A bit lower price doesn't always mean money saved. Get a good printer, give him your confidence and encouragement, and *stick*. It generally pays

IS BRITAIN WILLING TO LOSE CANADA

Politically, no, of course—Sentimentally, never—but in a trade sense—well, that remains to be seen.

CANADIAN manufacturers, in lines already established, may, in the future, have little to bother them in the way of competition from Great Britain. In certain lines of trade, where Great Britain has unapproachable advantages, she will doubtless continue to sell readily in Canada, and it is an open question as to whether any protection—tariff or otherwise—ought to be afforded to a domestic manufacturer to waste time and capital in competing.

But as far as the immediate future is concerned, the attitude of British manufacturers regarding Canada is surprising. It would appear that, generally speaking, they are content to seek their overseas markets in directions other than Canada—Australia, South Africa and India being preferred.

At least this is the impression gathered by several Canadian business men who have within the past few months, been in Great Britain, and have discussed the Canadian market with leaders in numerous British industries.

Apart from the fact that the British manufacturer is having troubles of his own in the matter of reconstruction—new standards, rising costs of manufacture and so on—it is very characteristic of him to progress along lines of least resistance. Competition now is very unwelcome—something more in the nature of a nuisance, to be avoided if possible. A few weeks ago, the City of Birmingham ordered some tram rails from a United States firm. Such bids as were received from English manufacturers could not conform to the dates of delivery and other details, and the order went to the States. This is merely an indication of unsettled conditions in England.

Another possible explanation of present indifference to Canada, is, that in the latter years of the war at least, a British manufacturer was able to sell every shilling's worth of goods he could manufacture. He did not have to seek a market, because if he was making an article that was not practically commandeered by the Government, he was many laps behind the tremendous demand for all products, which arose from the increase of the buying power in every community.

All this is by the way of preliminary to stating that the British manufacturer, at the present time, is more concerned with the home market than with the export market, and furthermore, when he has a little thought for the export market, it is certainly not to Canada that he is looking. Because, in this country he is confronted with competition from the United States manufacturer, and with rising costs of manufacture in England, increased shipping rates, and absence from the Canadian market for a number of years, any advantage of tariff preference is practically wiped out.

The British manufacturer prefers South Africa, Australia, China and India, because these markets are farther removed from active and capable competition encountered in Canada—and offer business in much greater volume as well. The comparative absence of competition in the British Colonies other than Canada, has resulted in the British manufacturer developing as a manufacturer, rather

(*Continued on page 188*)

MORE FACTS ABOUT CIRCULATION METHODS

A. B. C. reports should give more details, and more specific information, about circulation methods. "How do you get it?"; an important question, which auitor's reports do not now adequately answer. More views on the question discussed in last issue.

WHETHER the Audit Bureau of Circulations should attempt to grade publications according to their circulation methods, or say what is and what is not "desirable" circulation, may be a question which is open to a difference of opinion.

But there can be no reasonable difference of opinion among publishers or advertisers—indeed there seems to be none—over the need for more light on the circulation methods employed by publisher-members of the Bureau. Publishers heard from are practically a unit in demanding some means by which to distinguish publications which are conservative in their circulation methods, from those whose circulation is "inflated" by means of contests, premiums and extravagant commissions to agents.

"We are entirely in accord with any movement that will have for its effect the indication in a more prominent manner, on the reports of the Audit Bureau of Circulations, the circulation methods of the publications audited," says the Toronto *Globe*.

"Publications give abnormal commissions to subscription canvassers, and offer abnormal inducements to readers of the paper in the shape of premiums, contests, etc., not because they like to do these things, but because of the insistence of advertisers for large circulations. In turn, the advertiser pays for this unsound circulation by increased advertising rates, and until advertisers give adequate consideration to the methods by which circulation is obtained and place adequate relative value on circulation secured solely on the merits of the publication and at fair commission rates to canvassers, publishers will continue to hand back these abnormal commissions to the canvassers and give away premiums and contest prizes to subscribers. In the end it is the advertiser who pays.

"If advertisers wish to be protected against premium circulation they have the matter entirely in their own hands. If, on the other hand, they regard all circulation of equal value, regardless of how it is obtained, they will naturally pay attention only to figures and will not give any attention to the somewhat obscure statement in any Audit Bureau of Circulations report of the circulation methods of the publication referred to.

"The Audit Bureau of Circulations should immediately take under consideration the auditing of circulation, from 'quality' as well as from the 'quantity' standpoint" is the belief of W. G. Rook, of the *Canadian Home Journal*."

"It goes beyond saying," he says, "that circulation that is *forced*, is certainly not as good as circulation that comes spontaneously or because the publication is desired by the person subscribing. And those who have to do with the buying of circulation for advertising purposes, certainly should be ever mindful of the fact that there are different qualities of circulation, and that because a publication has a large circulation, it does not imply that it is the best for their purpose. That is why the Audit Bureau of Circulations should, as far as possible, help the man who is purchasing circulation determine the character of the publication, how the subscriptions are obtained, how many subscriptions are renewed each year, and what it costs to renew those subscriptions, and what it costs to get new subscriptions for the publication in question.

"It is absolutely impossible for an advertising manager to be thoroughly familiar with the business methods of each of the publications he wishes to advertise in, and the Audit Bureau should place the publications in different grades, such as 'A, B, C, and D,' and make it that publications would have to conform to certain requirements before they would be given a position in class 'A'. We have the feeling that it would not be very difficult for those in charge of the Audit Bureau to determine those qualifications or restrictions. They perhaps know more about circulation than any other group of men in America, and their experience in auditing, and the knowledge they have of how subscriptions are obtained, should qualify them to solve this problem, and very quickly, once they make up their mind to do so.

"I sincerely trust that the time will not be long before such work is undertaken; and I believe it will go a long way towards assisting buyers of circulation in determining which is the best publication for them to use for their specific purpose, ever mindful of the fact that possibly circulation of 'B' grade will be better for some advertisers than circulation of 'A' grade. It works both ways."

The need for more light on circulation methods is especially felt in the farm field, if we are to judge by the way farm paper publishers seem to delight in "exposing" the methods of their competitors. As one such publisher remarks, "I have felt for several years that the A. B. C. reports were entirely inadequate to give complete information upon which you could judge the real value of a publication. They gave actual Net Paid circulation figures, but failed to show by what methods this circulation was obtained, and the percentage of subscription price which actually went into the hands of the publisher.

"Not only would I show by what methods circulation is obtained; what percentage is given to the canvasser; the actual Net return per subscriber to the publisher; but also, the name of every canvasser who works for each publication, and the rate at which the circulation is put on. The farmers over this Province are actually disgusted with a good many of the methods adopted by some farm publications in securing circulation. The returned soldier scheme has been pretty well worked to death recently, and really is a charitable method, rather than an actual selling scheme. I know of one particular instance, where a farmer gave one of these canvassers a dollar bill, but warned him that he wasn't to put his name on the subscription list as he didn't want the paper at any price.

"And by my remarks, I do not want you to think that it is absolutely necessary to only have a small circulation in order to be assured that it is good. I believe that it is easily possible for the general farm publication to have a large circulation, and yet get it by methods for which the publisher would not have to apologise later. Of course, there are two distinct lines that are popular in building up circulation. One of these is to develop it very slowly and only as the desire for that publication is felt in the different districts. This is the method that has been used, I believe by one of our oldest farm papers. Another method is to pile on a lot of circulation from year to year, but gradually keep weeding it down, until they have a moderately large volume of fairly good material. This method has been unusually popular in Ontario. The trouble with it is, that the advertiser is asked to pay the piper during the process of weeding down to a rock-bottom basis of good stuff.

"I would also be heartily in favor," this publisher concludes, "of having the advertising accounts of publishers audited to show especially the rates, discounts, etc., charged or allowed to the different sources. In fact, I believe that wide-open publicity of everything in connection with publishing business would not only be best for the publisher, but would establish with big general advertisers, the complete confidence based on authentic information, that is not entirely enjoyed at the present time."

Asked why he considers cash returns a real test of circulation value, Mr. John Weld of the London *Farmer's Advocate*, replies:

"We do not consider the real quality of circulation can be measured in any other manner than by the cash received from subscriptions. Papers sent out promiscuously to people who never paid anything for them, or forced upon the subscriber by strong-arm methods or obtained by guessing contests, have not the same class of readers as those whose subscribers voluntarily renew their subscriptions or subscribe for a publication for the information contained in it.

"We think the A. B. C. should endeavor to let their members know what proportion of subscribers renew; number of new names added, and the manner in which these new names were put on; also the amount of cash

(*Continued on page 196*)

THE MONTH'S ADVERTISING

A review of the more noteworthy advertisements appearing in Canadian mediums, as a record of advertising activities and tendencies.

By Observer

CANADIAN cornflake fans are confronted with a rather confusing situation. Two competing firms are urging them to buy "Kellogg's" corn flakes. Perhaps one may be said to be the original Kellogg's and the other Kellogg's original. "You pays your money and takes your choice"—then you may get the "original" or the "genuine," the "new" or the "old." This is not to say that one is genuine the other imitation, or which is which. We find it difficult to decide, as doubtless the average consumer does. Both are "Kellogg's; both are corn flakes; both carry the familiar "Kellogg's signature, which we have long been

told to look for. One is in the familiar red, white and green packages and is further distinguished by being called "toasted" corn flakes. After deciding that this must be the genuine and original we see an advertisement of "Kellogg's" *new* "Dominion" Corn Flakes, made by W. W. Kellogg—there's the facsimile signature we've so often been told to look for.

What's the idea? Well, without assuming to know any of the inside facts, it may be explained as our understanding of the situation, that some twelve years ago, the original Kellogg (Battle Creek) concern sold the Canadian rights to the manufacture of corn flakes by the Kellogg process to a London, Ontario company. Forthwith this Canadian company manufactured, advertised and built up an extensive business for Kellogg's Toasted Corn Flakes, its genuineness identified by the W. K. Kellogg signature and package, made familiar to United States housewives by the original Kellogg company. Later the Kellogg Company

of Battle Creek, added Wheat Biscuit and Krumbles and possibly other food specialties, retaining the Canadian manufacturing rights to these products—and in due course introducing them in the Canadian market through their own sales organization, the W. K. Kellogg Cereal Company, of Toronto. Last year, this Company introduced its "Dominion" Corn Flakes, stepping on the other fellow's "corns," so to speak. This year, the situation is further complicated by the addition of the familiar "Kellogg" signature to the name, which now becomes "Kellogg's Dominion Corn Flakes." Evidently, adequate protection is lacking in the "rights" originally purchased by the Canadian company, or in Canadian trade laws, that this confusion of trade marks should be possible. It is a unique situation. The conflicting brands as at present being

advertised are shown in the reproduced advertisements. We incline to the belief that the London people would do well to use more space to emphasize that theirs is "the kind you have always bought."

What impression do you get from the "Smart Step Footwear" advertisement, one of a series now running in Canadian newspapers? Is there any significance in the absence of the manufacturer's name? We have always been told that advertising was a protection to the consumer, because it identified the manufacturer with his product. This doesn't. It suggests an illegitimate child sent into the world under an assumed name, so that it may not cast any reflections on its "respectable" parents. We wonder if

unsigned advertisements do not invite public suspicion, and prove largely ineffective for this reason. Or do people generally overlook such details? Why the omission, anyway, unless identification might prove embarrassing?

The "Prince Albert Tobacco" advertisements were referred to previously, and one of them is reproduced this month to call attention to the unique effect secured in the illustration. This we are told, is the result of what might be described as an engraving "stunt," originated by the advertising agents. The plates as they are printed in the papers are several times removed from the originals, which therefore had to be bold and deep. The face and pipe are single-screen half-tone, and not Ben Day. The background is regular screen half-tone to carry the design of the drawing. The irregular white line is Ben Day, laid on the negative. These plates were made in miniature, and then a zinc line cut made by enlarging to get the required size. This method not only gives all the detail of the drawing, but allows the greatest possible depth in the plate, and insures good printing in the papers.

The copy is the familiar over-dosing of slang, which has become characteristic of advertising for this brand.

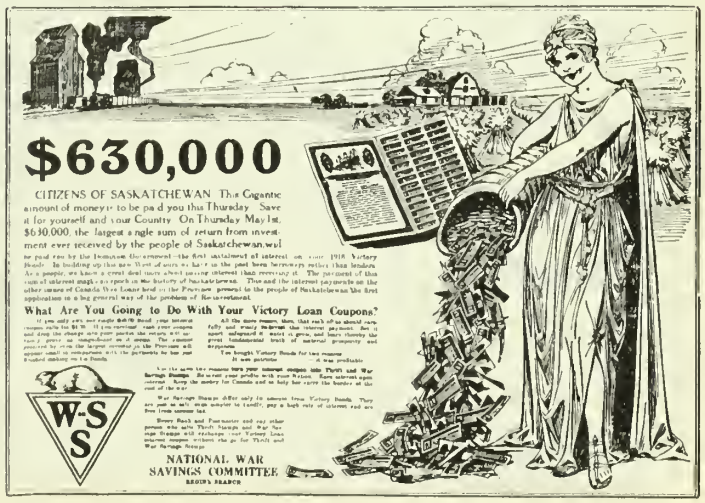
Gloves must be a difficult article to advertise, or they require a skill in copy-preparation, which has not yet been developed. We see several brands being advertised in the newspapers and magazines, but in no case is the copy distinguished by any of the qualities we have come to associate with good copy for articles of this class. Maybe the advertisers are too easily satisfied. A series of advertisements is now running for "Niagara" Gloves, which falls far short of the copy-standards reached in other "Niagara" advertising we have seen. One of the best of the ads is reproduced, which suggests, perhaps less than other ads in the series, that an artist who lacked a sufficient sense of display values was allowed to leave too much or too many kinds of pen work in them. This specimen is overbordered, and would, we think, be much improved with the circle-background behind the gloves, cut away, and the whole set in a plain rule border —preferably in a less fussy face of type.

Music and musical instruments were strongly featured before and during Easter Week, especially by reason of a co-operative campaign, conducted under the auspices of the Canadian Association for the Advancement of Music. One of the large co-operative advertisements is reproduced. In the original, it was six columns wide and eighteen inches deep. There were other similar advertisements, some in smaller size, supplemented by advertisements and window displays by individual firms, which were "in tune" with the ideas expressed in this piece of copy.

May 1st marked the distribution of $18,000,000, the first payment of interest by the Dominion Government to those who bought Victory Bonds last November. The Government itself, seems to be alone in the desire to secure a share of this money. Maybe others will wake up to the significance of these interest-dates later on. But, just now, the Government, through the National War Savings Committee, wants the money back—or as much of it as can be secured. So for several weeks, we have had reminders in the newspapers almost daily, that it would be a good thing to invest this interest in War Savings Stamps—good for us and good for the country. One of the best appeals we have seen is that reproduced, from the Regina papers.

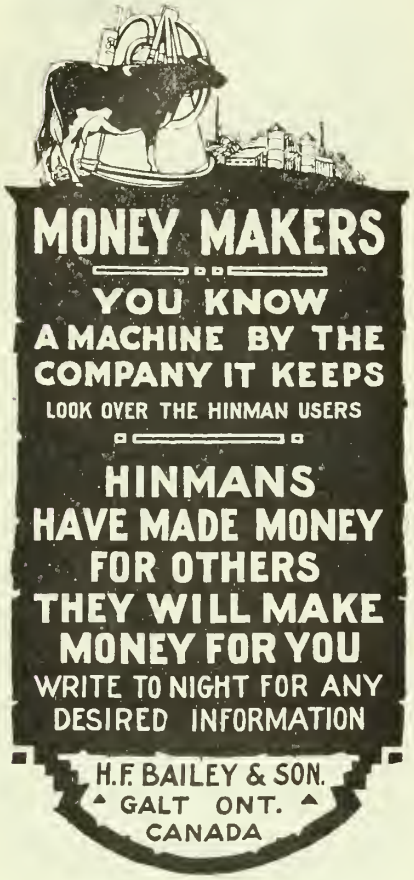
The advertisement of aeroplanes speaks for itself. It is one of a series appearing in Canadian newspapers during the past month. Probably this is the first time that flying machines have been advertised to the "general public" for other than exhibition or war purposes. It may surprise some readers to learn that several Canadian cities have definite plans under way for "landing" places, looking to the not far distant future when this provision will have to be made for the many who will be preparing to make a flying visit.

We note numerous advertisements, occasionally in the dailies, but more frequently in the farm and trade press, which suffer seriously from over-emphasis in their display. The evident desire is to make the advertisement "stand out" from a lot of other advertisements, and "command attention," but, any possible inclination to give attention is discouraged by the effort to have everything in the advertisement get equal prominence. This is, of course, impossible in anything but a "poster style" of advertisement. The Bailey advertisement is only one of many examples which lose in attention value through over-emphasis. Doubtless many persons will see this black splash without comprehending anything of its message, or even getting any distinct idea of what is advertised. It looks better in the small reproduction than in the original, where it was little more than eye-dazzling. Display

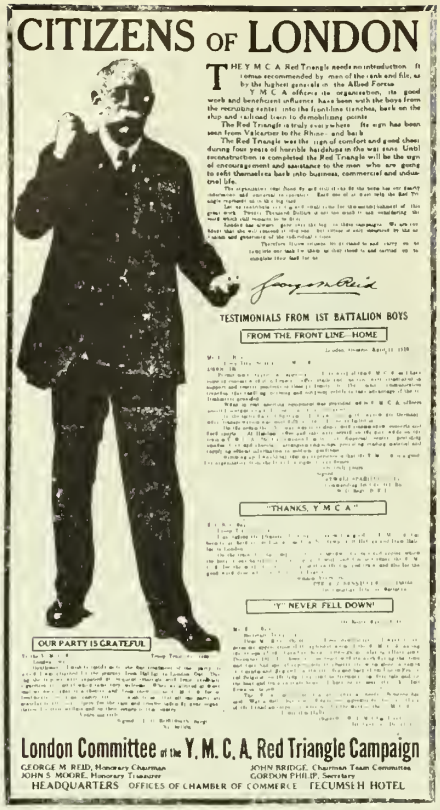


has a double aim. It is to attract attention, not to the advertisement itself, so much as to the matter in the advertisement, and to so arrange the copy that it will be interpreted to the reader with speed, ease and with certainty of meaning. We insist that printed matter shall not be hard to read, under penalty of not reading such things as are "screaming" at us, or as are put in difficult type, or with too many things clamoring for attention. This Bailey copy could be set in half the space, properly displayed, and have much greater attention value; yet at the same time invite a reading.

Another common error is to overborder an advertisement—too much or too heavy a border, so that the eye is



drawn to the border shape, rather than to the message inside it. The Alaska advertisement is not the worst of many examples of this error, which might be shown. We have seen these little Alaska advertisements many times recently in Western papers, but have not yet been led to read the text of any one of them. Their text is subordinated to the border, which is no advertisement at all. With the borders cut entirely away, and the copy set slightly larger, we have no doubt they would get their message across much more frequently. Borders of this kind seem to us to detract from, rather than add



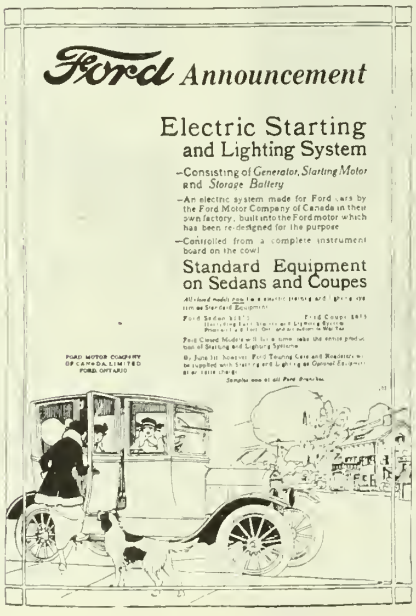
to, the value of the copy. The use of white space margins is much to be preferred.

Another money-getting campaign now current is that of the Y. M. C. A., in what looks like an even better-organized, better-managed, better-advertised campaign than any of the past not excepting the Victory Loan efforts. Two of the advertisements, one of the National Committee and one of a local committee, are reproduced, and illustrate the remarkably thorough way in which all phases of the campaign seem to have been provided for. If it is possible to improve on last year's effort, which campaign was fully described in MARKETING at the time, the Committee has undoubtedly done it, at least so far as can be judged from the advertisements. The needs

and uses of the money are explained in the most specific detail, in a series of advertisements which in themselves, show the result of the most painstaking care and preparation and a really remarkable quality of appreciation of the copy-requirements. Campaigners everywhere will take off their hats to those responsible for the planning and preparation of these announcements.

The Ford advertisements will look strange to our American readers, possibly also to those in England, where the Ford has not been among the advertised cars. But here in Canada, the Ford Company has been among the largest and most persistent users of space in newspapers, magazines and farm papers. Just now, three Ford campaigns seem to be under way—one

(*Continued on page 190*)



Lasting Friendship Proves Its Service and True Worth

THE popularity of The Globe is the result of 75 years of dependable service —75 years of news enterprise, and earnest, progressive editorial thought.

Globe circulation is large, because Globe readers **continue to be Globe readers.** In some families The Globe is serving the third generation as **THE FAMILY NEWSPAPER.**

Globe Readers Renew Subscriptions Year After Year

AN ACTUAL TEST

Out of 2,949 renewals of subscriptions made to The Globe, in the usual course of business, for the period prior to April 1st, 1,969 answered the question "How long has The Globe been read continuously in your family?"

This is the result:

Readers for 50 yrs.— 255, or 13%
Readers for 40 yrs.— 436, or 22%
Readers for 30 yrs.— 681, or 34%
Readers for 20 yrs.— 962, or 48%
Readers for 10 yrs.— 1,340, or 68%

In the 75th Anniversary Edition of The Globe, on March 5th, 1919, names and addresses were printed of 300 families who have read The Globe continuously for 50 years or more.

Against the clamor of newer publications, against all the schemes for mushroom circulation growth, The Globe remains towering above all other Canadian morning papers in circulation as it does in prestige.

In its 76th year, its leadership is even more pronounced, as a newspaper and as an advertising medium. Its April display advertising exceeded April of last year by 52%.

IF the proportion shown by this actual test holds good for The Globe's entire circulation, out of the 30,000 families who read The Globe thirty years ago, 17,000 are reading it to-day; and out of the 45,000 families who read The Globe ten years ago, 30,000 are reading it to-day.

No Premium Has Ever Been Given to Globe Readers

THE Globe has never given a premium or reward to anyone to become a Globe reader. It has never sold any article in combination with a subscription. It has never conducted a circulation contest of any sort. Globe subscribers are secured and held solely on the merit of The Globe, and they pay a good price for their paper. There are more subscribers to The Globe than to any other morning paper in Canada.

John Weld Did Right

When the Farmers Advocate called attention to the necessity of the advertiser knowing **how the circulation was got,** as well as how much there is, it did a service to every advertiser **who will heed its words.**

The tendency of the general advertiser is to demand more and more circulation without inquiring as to the **methods** by which it was got. Weaker publishers therefore are led into **paying extravagant commissions** for subscriptions, and into all sorts of **junk trading** with prospective subscribers in order to get them to "take the paper."

Books, toys, alarm clocks, phonographs and what not—are "sold" to the "subscriber"—and the paper goes in "**on the side.**"

The publisher then **raises advertising rates** on the head of this fictitious circulation. The gullible advertiser **PAYS FOR THE PREMIUMS** the publisher has given to people to secure **the fictitious circulation.**

Is the deal fair?

But who will protect the advertiser if he does not protect himself?

If you are not **TOLD** how the circulation was got, **ALWAYS ASK** before you buy space.

When you hear The Globe criticised for making this public statement **LET YOUR INQUIRIES BE ALL THE MORE DEFINITE.**

Copies of The Globe's General Advertising Rate Card may be obtained from any General Advertising Agency, or from

The Globe
TORONTO

W. G. JAFFRAY, *President* WM. FINDLAY, *Advertising Manager*

Marketing and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 20 cents.
ADVERTISING RATES, $40 a page, or 10 cents an agate line per insertion. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 5 MAY, 1919

NIX ON THE KNOCKING

Throwing stones, slinging slams or hurling brickbats at a competitor, primarily with the purpose of hurting said competitor, is not a diversion to be recommended. Particularly is this true when said stones, slams and brickbats are put into type and spread broadcast. Too often the net result is to cast discredit on the whole industry.

Surely it is possible to establish the merit of our goods without "knocking" the other fellow. It is no argument in our favor to prove that a competitor is a fraud or a fakir.

This does not argue against comparisons—even though such comparison may be detrimental to a competitor—provided the comparison is based on facts and stated in a fair way. But when hearsay, prejudice, insinuations or half-truths are used for the deliberate purpose of hurting a competitor, or when an otherwise fair comparison is made in an unfair way, then call in the censor.

The past month has afforded several examples that this particular censorship of the press has been lifted. Several publishers have been casting brickbats at their competitors with no result, so far as we can observe, of strengthening their own proposition. The effect is rather to undermine confidence in all concerned. These outbursts hurt the whole advertising business.

❦ ❦ ❦

Don't be fooled by the calendar. There are only as many days in the year as you make use of. One man gets only a week's value out of a year, while another man gets a full year's value out of a week.—*Herbert N. Casson.*

"MADE IN CANADA" ROOTERS

A correspondent thinks we were a little severe last month on the Canadian branches of United States firms whose advertising in Canadian publications is prepared and placed from across the line. Many of these firms seek no special favor by reason of their goods being made in Canada, he points out, and the handling of their advertising from head office is doubtless done for convenience.

We fully recognize that some of the firms mentioned are not conspicuous "Made in Canada" rooters. But others are, as well as numerous firms which were not named. Read this, for example, from current issues of Canadian farm papers:

> CANADIAN FARMERS
>
> are loyal to the colors; loyal to their citizenship; loyal to business enterprises of the Provinces; every patriotic appeal finds a ready response in a Canadian's heart.
>
> We are Canadian manufacturers; we have been doing business in Canada for many years, making Canada's fence, and we are grateful for the patronage accorded us during these years from our Canadian friends.
>
> Now is the time to stand by Canada's interests. We are doing our part to maintain a business regularity, and are manufacturing such a good line of fencing that it is worthy of special mention in connection with Canada's future relations to the nations of the world. Observe the illustration, and then ask yourself this question: "Is not a fence made of material good enough for such an important purpose—up hill and down hill work—the kind that should be used by every Canadian?" There is but one answer—*Peerless.*

Note that: "Now is the time to stand by Canada's interests. We are doing our part, etc." How does this sound from a firm which employs an American advertising agent to prepare its advertisements?

❦ ❦ ❦

HAVE EMPLOYERS NO RIGHTS AT ALL?

Talk about the rights of Labour, and the rights of Ireland, and the rights of returned soldiers!

But what many of us would like to know is this—what are the rights of EMPLOYERS?

Private employers are the pillars by which the whole nation is held up. It is not labour, mind you, that is basic in a civilized nation. It is not Government, either. It is private OWNERSHIP and MANAGEMENT. Take away private Employers and all you have left is Russia—a welter of poverty and bloodshed.

Suppose Employers went on strike! Suppose they became fed up with the thankless task of Employership! Suppose they close up their mills and factories! What then?

For my part, what with Government control and confiscatory taxation and Bolsheviking workers, I do not see any reason why Canadian employers should carry on, except as a matter of duty and habit.

Is there no courageous Labour Leader—Is there no practical M.P.—who will dare to cry "Stop!" to the strikers and bureaucrats who are driving Canadian employers out of business?—*Herbert N. Casson.*

Competition is like disease germs—always with us—but not serious until we become weakened, when the germs take hold and get busy. Watch the health rules of business.

* * *

Every manufacturer has with him always a factor known as depreciation. Each year he lays aside, or should do, a certain sum to keep his plant up-to-date. He knows, or should know, that if he does not spend this money in upkeep, he will lose money in the long run. For it is more expensive to repair a run-down plant than to keep a fit plant continually fit.

His market is likewise subject to depreciation. If the pressure is slackened—if advertising or selling effort is curtailed—if money and effort is not spent in keeping up the demand, he will lose money in the long run. And it is more expensive to restore a run-down business than to keep it running.

* * *

AUTOCRATS OR AUTOMATS

The grocer dictates what his customers shall buy. The customers' preferences cut little ice. Dealers decide as to the brands they shall carry, and this automatically makes the bulk of their customers users of that brand. Nonsense?

Well that's what the Canadian Grocer has been at great pains to prove for some weeks past. Taking up one product after another, examples are given, statements of scores of merchants quoted, to show that the grocer has no difficulty in inducing his customers to take any good brand. He decides which brand of corn flakes, or oats, or marmalade he wants to sell. Then when you ask for your favorite brand, or the new brand that you want to try, he easily satisfies you that you don't know what you want, and induces you to take something else "just as good." He is the real autocrat of the breakfast table. At least so we are told by the Canadian Grocer's special investigator.

Overlooking the obviously manufactured nature of most of the "evidence" offered, we are naturally curious as to what good object is served with this sort of propaganda. That a good grocer is more than a mere automat, stands in a position of strategic advantage, and can help the sale of any specialty in which he takes an interest, is admitted.

But that any grocer can flout the expressed preferences of his customers, and substitute "in nine cases out of ten" as is repeatedly affirmed, is contrary to the best evidence. It is denied by the display shelves of any grocery-store you want to go into. Look for the most fly-specked, faded-out looking goods on the shelves, and they will be brands the grocer has been induced to buy on the strength of this argument.

If the grocer is the autocrat the Canadian Grocer's investigator makes him out to be, why was the R.M.A. brand of tea, and other packaged specialties, a failure? Why the difficulty in getting rid of brands of this and that, unknown to the consumer? Why does the grocer handle Heinz, Quaker, Kellogg's and the many other lines found in practically every grocery, when he is offered so many other "just-as-good" competing articles at a lower price?

The encouragement of substitution is questionable doctrine to be preached by any retailer's trade journal which seeks to advance his best interests.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR MARCH, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclcans Magazine	1	700	30,991	730	45¼
Everywomans World	1	800	20,271	1,718	27½
Canadian Home Journal	1	800	18,663	988	24½
Canadian Courier	3	728	17,166	52	23¾
Western Home Monthly	1	720	16,918	2,040	26¼
World Wide	5	636	5,676	483	9½

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR MARCH, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	4	720	113,801	11,422	60	125,283
Farmers Advocate (London)	4	720	70,055	20,486	30	90,571
Candian Countryman	5	700	67,346	6,228	302	73,876
Nor' West Farmer	2	720	65,170	9,588	281	75,039
Farmers Advocate (Winnipeg)	4	720	60,294	6,184	..	66,478
Farm Ranch Review	2	720	43,764	12,958	206	57,928
Farmers Magazine	2	700	40,082	146	483	40,711
Farm Dairy	4	700	37,278	17,974	..	55,252
Canadian Farm	9	792	33,934	8,393	2,886	45,213
Maritime Farmer	2	672	31,719	1,902	1,088	34,709
B. C Farmer	1	420	9,425	832	591	10,848
Ottawa Farm Journal	8	2,432	80,338	12,928	7,162	100,428
Family Herald Weekly Star	4	2,432	78,511	112	8,398	87,021
Free Press Prairie Farmer	4	1,180	30,070	2,010	7,789	39,869
Weekly Witness	4	2,109	19,368	266	2,685	22,319

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR APRIL, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	41,503	1,211	61
Canadian Home Journal	1	800	26,804	1,578	35½
Everywoman's World	1	800	24,466	2,160	33¼
Canadian Courier	2	728	20,515	952	29½
Western Home Monthly	1	720	16,892	2,439	26¼
Canadian Magazine	1	224	12,494	724	59½
World Wide	4	636	5,663	...	9

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR APRIL, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	5	720	106,594	6,826	58	113,478
Farmers Advocate (London)	5	720	78,405	9,402	..	87,807
Farmers Advocate (Winnipeg)	5	720	74,905	4,224	84	79,213
Nor' West Farmer	2	720	74,460	5,592	328	80,380
Canadian Countryman	4	700	57,740	2,763	226	60,729
Farmers Magazine	2	700	45,714	136	387	46,237
Farm Ranch Review	2	720	45,475	4,129	408	50,012
Farm Dairy	4	700	38,578	6,034	..	44,612
Maritime Farmer	2	672	38,310	2,569	1,070	41,949
Canadian Farm*	5	792	33,757	4,616	287	38,660
B. C Farmer	1	420	10,339	141	158	10,638
Family Herald Weekly Starx	4	2,432	85,838	40	5,670	91,548
Ottawa Farm Journal	9	2,432	81,345	3,494	7,069	91,908
Free Press Prairie Farmer	5	1,180	34,925	..	8,869	43,794
Weekly Witness	5	2,100	16,322	..	3,660	19,982

* Does not include mid-week supplement.
x April 23rd nor checked—incomplete issue account strike

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Field from t

The Western farm f
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1918, in the three prairie
000 farms produced $
agricultural wealth. In
Canadian farmers are in
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with the advertisers who
through the farm pape
Canada.

An Unlimited

The range of products which wil
purchase is limited only by the utility o
articles offered. Homes, buildings, and
demand all that goes to make for comfo
of production. If your product is of
western farm papers offer the only effe
its merits to this field.

The Farm

Canadian Thresherman and Fa
(Monthly) Winnipeg,
Member A.B.C.

rnals Dominate the Farm Great Lakes to the Rockies

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200,000 Subscribers

Practically every farmer in Western Canada who can read English is a subscriber to a Western farm journal. 200,000 farm homes out of 220,000 farms are reached by these journals. This record is not approached in any way by other media. No other method of publicity can more than touch the fringe of this vast buying territory that is so completely covered by the farm magazines.

Reader Interest Unequalled

The circulation of farm papers is plussed by an incomparable reader interest. The farmer finds in it his business adviser and guide; his wife a woman's magazine; and the children a special department for their education and entertainment. Other media may present general information that is read for its broader interest but the farm paper brings specific information to cover a specific case—profits from acres and herds. Naturally its pages are referred to as a buying guide. From its advertisers the purchases for the industry of the farm are made; the household needs obtained; and the various comforts and luxuries of life procured. The children (to-morrow's buyers) learn to demand what their parents enjoy.

information as to circulation, rates, etc., may obtained from any or all of the papers listed with or from any recognized adverising agency.

apers of Western Canada

Farmers' Advocate
(Weekly) Winnipeg,
Member A.B.C.

Grain Growers' Guide
(Weekly) Winnipeg,
Member A.B.C.

Nor'-West Farmer
(Semi-Monthly) Winnipeg,
Member A B C.

Sales and Advertising Executive

open for early engagement

¶ Clean, successful record embracing comprehensive editorial, soliciting and agency experience; also 3½ years as sales promotion manager with largest organization of itskind in the Empire.

¶ Familiar with preparation and oversight of general and direct campaigns.

¶ Age 36, married, energetic, healthy, good habits.

¶ I want to connect with a man-sized opportunity, preferably

In sales or sales promotion organization of live engraving industry, or

With aggressive agency or publisher where merchandising and selling experience will be most valuable.

Initial salary less important than future prospects. No objection to trial engagement. Ample references provided in personal interview.

Address "Executive," Box C, Marketing.

Young Man

with some experience in

Soliciting Advertising

is wanted on the foreign advertising staff of leading daily. Apply with full particulars to

Box A

c/o Marketing

Test Shows "Overflow" American Magazine Circulation Not of Much Value

To find out if Canadians read the advertisements in American publications with the same degree of interest as they do those in Canadian periodicals, *Saturday Night*, of Toronto, recently wrote three hundred of its subscribers a letter asking them to mark the brands most familiar to them in each of a number of different lines.

The American brands were selected by a well-known American advertising agent with wide experience in handling and placing large American campaigns. They are products which are well advertised in American publications, but not in Canadian mediums. The Canadian lines are in each case, advertised in Canadian periodicals only. For the purpose of such a test, brands could not be included which are advertised in both countries.

The subscriber was asked to mark with an "X," two names in each group most familiar to him, and in his estimation, best known to his friends. Of 136 returns, the "score" was as follows:

Automobiles:		
United States	Nash	2
" "	Case	1
Canadian	Gray-Dort	100
"	McLaughlin	121
Automobile Tires:		
United States	Empire	0
" "	Republic	9
Canadian	Dunlop	106
"	Dominion	100
Paints:		
United States	Lucas	7
" "	Town & Country	9
Canadian	Ramsay	93
"	Jamieson	34
Tooth Paste:		
United States	Pepsodent	36
" "	S. S. White	10
Canadian	Minty's	60
"	Taylor's	11
Soaps:		
United States	Resinol	35
" "	Crystal White	7
Canadian	Taylor's	67
"	Vinolia	61
Flour:		
United States	Gold Medal	35
" "	Pilsbury	3
Canadian	Five Roses	109
"	Purity	76
Kitchen Cabinets:		
United States	Dutch Kitchenet	18
" "	Sellers	11
Canadian	Knechtel	39
"	Chatham	18
Men's Clothing:		
United States	Clothescraft	5
" "	Style—Plus	2
Canadian	Fashion Craft	95
"	Semi-Ready	104
Cigars:		
United States	Owl	5
" "	Girard	7
Canadian	Bachelor	80
"	Tuckett's	105
Hosiery:		
United States	Everwear	10
" "	Interwoven	1
Canadian	Penman's	110
"	Monarch Knit	85
Underwear:		
United States	Munsingwear	8
" "	Porosknit	17
Canadian	Penman's	115
"	Turnbull	71
Shoes:		
United States	Florsheim	21
" "	W. L. Douglas	39
Canadian	Slater	104
"	Blachford	35

Considering the number of Americans living in Canada, who would naturally be familiar with many of the American brands mentioned, these results clearly indicate that people resident in Canada, are little impressed with advertising appearing in American publications coming into Canada—unless advertising for the same products is running also in Canada. This result will not surprise those who have recognized that because so large a proportion of the advertising in American publications is of goods not readily obtainable in Canada, Canadian consumers, as a rule, pay little attention to it. Similarly, little attention is paid to the advertising appearing in English or other periodicals coming from other countries.

Dailies Likely to Withdraw from C.P.A.

As forecast in MARKETING several months ago, it seems likely that the leading daily newspapers will withdraw support from the Canadian Press Association at the annual meeting to be held in Toronto next month, and form their own organization.

Definite proposals are now being discussed. A circular letter was recently sent to all daily publishers by M. R. Jennings, Chairman of the Daily Section of the C. P. A., setting forth the needs of the dailies, and the impracticability of meeting those needs with the present form of organization, and outlining the plans for the proposed new organization so far as they have matured. It is expected that the dailies will hold a meeting prior to that of the C. P. A., when their own organization will be perfected. In that case, the proposal for increased fees required to expand the work of the Press Association will probably resolve itself into a plan for greatly reduced membership dues in the parent organization, and a transfer of many of the activities to the several independent organizations of publishers.

The daily publishers plan to have their own office, manager, promotion, and labor departments at an expense estimated as three or four times the amounts paid in dues to the C. P. A.

Trade Cannot Go Back to Normal

Trade is going to be keener and harder and sterner and more exacting in its demands, is the opinion expressed in a statement issued by the Canadian Trade Commission. "We cannot expect that trade will go back to pre-war channels and prices to pre-war levels," it says. The Dominion will have to jolt itself if it does not want the jolt to come from outside. Throughout the world, it is going to be as never before—a thing of long preparatory effort, of unceasing application, of co-operation where formerly there was competition, of standardized production in field as well as in factory, of quantity of output on a scale hitherto undreamed of, and of the co-ordination of all means of transport to reduce expenses to the limit.

Insures Employees

In keeping with the tendency of the times is the plan adopted by the Auto-Strop Safety Razor Company of Toronto, having for its object the insuring of every one in the employ of the Company. The policies are graded in amount from $500 to $2,500, proportionate to the length of time in the Company's service. Each employee is permitted to choose his or her beneficiary, and thereafter all responsibility is assumed by the Company. So far as is known, this is the first instance in Canada of an industrial organization insuring the lives of its members, although the plan is not uncommon in the United States.

The Montreal office of Smith, Denne & Moore, Ltd., is placing advertising in a list of newspapers and magazines for "Life Savers," Mint Products Company, Dougall Varnish Company and Consumers' Cordage Company.

A publicity campaign for the Soldier Settlement Board of Ottawa has been prepared by the Baker Advertising Agency, to run in the daily newspapers and veteran's publications of Canada, to inform returned men exactly what sort of proposition the Government has to offer men with more than a fifty-fifty chance of making good as farmers.

Forms for the *Nor' West Farmer*, now close one week preceding date of issue, instead of five days as heretofore.

"Globe" Rate Goes Up

The Toronto *Globe*, is announcing a new schedule of advertising rates, effective with July 1st next. It shows a tendency toward the flat rate, only three rates for commercial advertising being quoted in the new card; 25 cents a line for transient advertising, 15 cents a line for 500 lines or more, and 13 cents for 5,000 lines or more, which is the minimum rate. The new schedule was announced quite independent of the other local dailies, indicating that such matters are no longer subject to united action as has been the case for some years past.

What are you doing to get Canadian trade?

THE slogan "Made in Canada" is all right so far as it goes. But why should a woman or a man prefer your product on grounds of patriotism only? Candidly, would you if you were in the customer's place?

A scrutiny of the figures relating to Canada's imports from the United States last year ($7,535,000,000) indicates what a large and growing market there is here for the American manufacturer. It is no less large for the Canadian producer. But competition is keen and the Canadian cannot hope to hold his own, much less increase his sales, unless he follows up his selling effort, or, better still, accompanies it, with well-planned and systematic advertising written from the Canadian point of view.

Canadians naturally favor home products, but before they can be expected to purchase them freely they must know as much about their merits as they now do about goods made in the United States.

Advertising and sales promotion that make a commodity acceptable to a customer is a characteristic of our service. The ability to do this is not the result of accident nor of guess work. But it is grounded on a broad and thorough understanding of Canadian trade conditions derived from thoughtful investigation; an intimate comprehension of the Canadian people, and a close knowledge of Canadian publications and their respective fields which ought to be of real value to any advertiser whether new or old.

Just now we are at your disposal for the discussion of the sales possibilities of any article in relation to the Canadian market. Preliminary trade investigation and analysis made upon request. We invite the inquiries of responsible and interested firms.

NORRIS-PATTERSON

LIMITED

ADVERTISING AGENCY

10 EAST ADELAIDE ST. TORONTO, CANADA

SOUTH WATERLOO'S DAILY

Should be included in your advertising campaign because it thoroughly covers the city of **Galt**, towns of **Preston** and **Hespeler** and surrounding community.

The readers of the Reporter are purchasers of advertised products.

HAVE THE MERITS OF YOUR PRODUCT BEEN TOLD TO THE CITIZENS OF SOUTH WATERLOO?

GALT DAILY REPORTER

MEMBER A.B.C.

Clothing and Furnishings Advertisers

almost invariably concentrate their Southern Saskatchewan advertising in

The Regina LEADER

Run your eye over this partial list of national clothing, furnishings and shoe advertising carried in The Regina Leader. Most of this advertising is carried exclusively in Regina by The Leader.

Arlington Collars
Aeme Gloves
Ames, Holden McCready
Bengard Clothing
Bias Corsets
Blatchford Shoes
Bob Long Overalls
Borsalino Hats
Cluett, Peabody & Co.
D'Aillard Blouses
Dent Allcroft
Dominion Corsets
Eastern Hat & Cap Co.
Fashion Craft Clothing
Fit Reform Clothing
Holeproof Hosiery
Holt Renfrew & Co.
Hurlburt Co.
Niagara Silks
Semi-Ready Clothing
Society Brand Clothing
Stetson Hats
Tip Top Tailors
Tooke Bros.
Williams, Greene & Rome
Wolthausen Hat Co.

Follow the trail, beaten hard by these shrewd advertisers, and you can't very well make a mistake.

Our Service Department will gladly and promptly give you accurate information as to market conditions.

THE MORNING LEADER, REGINA, SASK.

"SOUTHERN SASKATCHEWAN'S DOMINANT DAILY."

(*Continued from page 167*)

the organization was being perfected there was considerable disorder and disorganization, but this was hopefully excused by the promise that "everything would be all right when we get all the departments properly correlated." Finally the machine was ready. They pulled the lever. The machine started, but it behaved in a most eccentric manner. Some cogs revolved, while others didn't. Scarcely any part of this business machine functioned as it was intended to function. The designers explored the machine with perplexity. "This is covered by instructions; that is covered by instructions; everything is covered by instructions," they assured and reassured each other. They were still pothering about, issuing new instructions and enlarging previous instructions when the president and principal stockholder returned from a trip to Europe. He decided that the machine was too big for the available motive power. "I want a less complicated machine and a bigger power plant" was, in effect, what he said. "I'm going to appoint a new general manager."

He selected a man who had been in temporary eclipse, but of whom associates said, "He's got a level head; he's on the square, and, while I guess he's not exactly what you could call an up-to-date man, when compared with these other fellows, still he always used to be able to get things done."

The new general manager proceeded rather slowly. He tinkered with the organization and gradually succeeded in simplifying it. He built up the managerial power plant by replacing theorists with result-getters and to-day there is probably no more ably managed corporation in the world, or one in which the percentage of administrative expense is lower.

I recall having been in the the general offices of this company at the height of its so-called scientific management. Each floor was crowded with desks, at which clerks were feverishly compiling, or checking, or counter-checking, voluminous reports. Around the edges were quantities of little box stalls that sheltered numerous managers, assistant managers, assistants to assistant managers, and assistants to assistants of assistant managers. Office boys rushed hither and thither under the alert espionage of persons duly appointed to see that the company got its money's worth out of each boy. Truly, the scene was inspiring, particularly to one who did not have to pay the bills.

A few years later I was in the same office again. A portion of the office building had meanwhile been sublet and on the floors which I visited, there seemed to be less than half as many men as there had been before.

"What has happened?" I enquired.

"Oh, we just unwound a little red tape and released a lot of men. . . . No, we didn't fire any of them. Most of them are still with us, but they are out in the field now and doing productive work."

The Secretarial Type

The secretarial type of man and the executive type of man are almost exact opposites, but it is sometimes very difficult to detect the secretarial type and avoid his appointment to an executive post. Frequently he

Chronicle Wins Case

Expert Jury Decides in Favor of Its Claim

(Figures compiled by Marketing)

	Total General	Local Display	Total All Display
Toronto Globe	217,068	169,817	386,885
Montreal Star	199,351	534,231	733,582
Halifax Chronicle	**197,130**	**121,580**	**318,710**
Winnipeg Free Press	194,915	412,291	607,206
Montreal Gazette	191,148	300,035	491,183
Toronto Star	180,515	454,283	634,798
Toronto Mail	178,566	160,563	339,129
Vancouver Province	166,557	491,918	658,475
London Free Press	164,082	204,104	368,186
London Advertiser	150,599	185,336	335,935
Winnipeg Tribune	147,384	530,878	678,262
Halifax Herald	145,538	85,586	231,124
Edmonton Journal	140,929	374,483	515,412
Ottawa Journal	140,637	332,215	472,792
Toronto Telegram	137,264	462,388	599,652
Calgary Herald	134,398	423,873	558,271
Regina Leader	132,732	191,347	324,079
Edmonton Bulletin	126,411	241,226	367,667
Toronto World	113,558	181,417	294,975
Ottawa Citizen	105,389	323,257	428,646
Toronto News	103,124	201,043	304,167
Winnipeg Telegram	102,851	256,904	359,755
Vancouver World	97,656	397,443	495,099
Regina Post	90,367	270,083	360,450
Calgary Albertan	68,100	202,646	270,746
Vancouver Sun	66,014	209,175	275,189

The greatest jury in the Dominion of Canada, has just rendered a verdict which shows that The Morning Chronicle is far and a way ahead of every rival in its field—that in fact there are few other papers in the whole Dominion of Canada that rival it in its class.

Read the figures above under the heading "Total General" for the verdict. Here are the actual figures of outside advertising carried by the leading newspapers in the Dominion of Canada for the month of January.

Bear in mind that these figures are compiled by an unbiased and recognized authority, Marketing, the Magazine of Business and Advertising in Canada.

Bear in mind that General advertising is the advertising done by experts—the men who spend millions, the men who have trained staffs of investigators who sift the claims and test the performance of every paper before they invest their money in its columns.

Third in Canada—First in Nova Scotia

You may not be able to send men out to see the class of homes the paper you advertise in reaches You may not be able to look them up in Bradstreets, to figure out their purchasing power, to see at first hand their likes and dislikes.

You may not have the time to look up the A.B.C. figures of circulation for The Morning Chronicle (though we are always eager to show them) and rival papers—to study the ratio between cost per line per thousand readers.

But all this work has been done for you by the big manufacturers and advertisers of Canada. They've given their verdict—their financial success depends on its being correct. Follow their lead, enjoy their results from advertising in

The Morning Chronicle

First In Its Field

Controlled Circulation

A Word to General Advertiser

IN planning your advertising for Kingston and district, what mediums do you use? Do you use the only reliable medium, the best local newspaper, or do you depend upon the circulation of the Toronto and Montreal dailies? If you adopt the latter plan, then your advertising is not covering Kingston. It has come to our notice that some advertisers figure that these newspapers cover this territory, but their assumptions are wrong. The guaranteed statements of the Toronto and Montreal dailies show their circulation in Kingston, as certified by the Audit Bureau of Circulation. By using every one of these papers, an advertiser gets a total circulation of 1,756 in Kingston.

THE largest circulation any one of these papers can give in Kingston is 602. Compare this with the circulation of the Whig, the biggest paper in Kingston. The average daily circulation of the Whig in Kingston city, as reported to the A.B.C. for April is 3,950. There are less than 4,800 homes in Kingston, so that the Whig is read in 83% of the homes in the city. In addition to the city circulation, the Daily Whig has a certified circulation of 2,174 in the surrounding district, giving a total guaranteed circulation of 6,124.

NOW contrast this with the circulation you get in Kingston by using every one of the Toronto and Montreal dailies, and you will be convinced that these papers cannot cover this territory satisfactorily.

THE Whig is the only A.B.C. paper in Kingston, and can give you vastly more circulation in Kingston and district than any other local paper, and three times greater circulation than all the Toronto and Montreal papers combined. Bear these facts in mind when planning your advertising. You must have Kingston on your advertising list, and to get the best results you must use the only local medium that can give you certified circulation, and the medium which alone completely covers this district, namely, the Whig.

DAILY BRITISH WHIG

KINGSTON, ONT.

LEMAN A. GUILD, *Man. Dir.*

makes a better first impression than the executive type, because his mental processes are more easily comprehended and a sympathetic understanding is more readily established. Perhaps plausibility is one of the symptoms of the secretarial type of man. I rather think it is.

Several years ago I unwittingly selected for a minor executive position the kind of man I call the secretarial type. He started off like a whirlwind and I congratulated myself on the wisdom of my choice. After a time, though, his department began to limp. One day I said to him, "Your men aren't doing so and so.

"I'm all covered on that," he asserted confidently.

"What do you mean, 'you're all covered'?"

"It's fully covered in my instructions to the men," he explained.

"What do I care about that? It isn't being done; that's the point 'Im making—it isn't being done."

"I'll follow it up right away," he reassured me. The minute he said he would "follow it up," I knew I had a secretary in a manager's job. I didn't want him to "follow it up." I wanted him to see that it was done. If, when you ask him for a definite result, a man merely describes the methods he proposes to employ, you can usually be pretty certain that he is the secretarial type of man, who in the event of failure will say, "Well, I did all I could. It isn't up to me. My skirts are clear."

True Executive Type

On the other hand, the true executive is seldom very ready with alibis or excuses. When his ship sinks, he usually goes down with the ship—his colors nailed to the mast.

But, how are we to detect executive ability in men we do not know, or even in men we do know, if the latter have never had an opportunity to show what is in them? I'm afraid there is no certain way to decide whether a man possesses executive ability unless he has made a record that proves it.

If I am trying to form an opinion of a man's executive ability, I observe with interest the most unimportant things he does. On more than one occasion, I have been somewhat enlightened by the way in which a man tries to hasten the service of his dinner in a crowded restaurant. If he prematurely sends the captain to find out what is detaining the waiter and, a few minutes later, despatches a bus boy after the head-waiter with a view to learning why the captain hasn't reported, I gain a rather unfavorable opinion of his executive ability. On the other hand, if, at the very outset, he establishes a friendly understanding with his waiter and gets the latter cheerfully committed to haste, and then settles down with apparent confidence in the outcome, I am inclined to be favorably impressed. A "fussy" man is seldom a good executive.

On a certain occasion I was rather well impressed by a young man, who, quite unostentatiously, delegated a bell boy to seal, stamp and post his letters, a second bell boy to go to his room and pack his bag and a third to pay his hotel bill, in order that he might leisurely conclude a conversation with my companion and myself and obtain our signatures to a contract before he started for the railway station.

1866 *LONDON, CANADA* 1919

In the interests of advertisers when we come across a misleading statement we are going to NAIL it!

On page 118 of the April issue of "Marketing" appears an advertisement of the Calgary "Farm & Ranch Review," in which—among other things—the publishers claim to carry more Live Stock advertising than any other farm paper in the Dominion.

On page 126 of the same issue of the same paper is given the volume of advertising carried in Canadian Farm Papers for January, February and March, 1919, as compiled by the publishers of "Marketing," and in the column showing **Live Stock Advertising** the figures are as follows:—

London "Farmer's Advocate" 44,916 Lines
Next best paper . . . . . 30,758 "
"Farm & Ranch Review" . . . 22,068 "

It will be seen that not only does the "Farm and Ranch Review" NOT carry "more Live Stock advertising than any other farm paper in the Dominion" as claimed, but, according to this independent investigator, it is not even second, and only a poor third.

What the figures given **DO** prove is that the

London "Farmer's Advocate" carried more Live Stock Advertising than any other farm paper in Canada

In population, industry, education and agricultural advancement, Ontario is pre-eminent among the Provinces of the Dominion.

Ontario, according to Canada Food Board pamphlet, has more cattle than the four Western Provinces combined.
Ontario according to Canada Food Board pamphlet, has more sheep, hogs and fowl than the same four combined.
Ontario has over one-third of Canada's creameries and cheese factories.
Ontario produces annually over two hundred million bushels of grain.
Ontario is the banner corn-producing Province.
Ontario produces 75% of the fruit grown in Canada.
Ontario cultivates 500,000 acres of potatoes every year.
Ontario's field crops for 1917 were worth $333,353,138.

Ontario's chief farm paper is the old reliable

"Farmer's Advocate"

"Supreme since 1866"

The circulation of the Farmer's Advocate and Home Magazine is now over 32,000 NET PAID.
Subscription price $1.50 per year.
Last A.B.C. audit year showed subscription cash receipts to average $1.21 per subscriber.
Over 90% of the circulation is in Ontario.

NO GUESSING CONTESTS NO "STRONG ARM" CANVASSERS NO PATENT MEDICINES
NO FAKES FOR MAN OR BEAST OR BIRD NO PREMIUMS TO NEW SUBSCRIBERS

THE WILLIAM WELD COMPANY, LTD., London, Ont.

"STANDARD Labels are Labels attractively designed, and Lithographed to compel the attention of the buyer. Now is the time to bring the appearance of your package up to date. We can show you how.

The Standard Lithographic Company of Canada Limited

Office and Works

28 TEMPERANCE ST., TORONTO

—concentrated advertising in its most concentrated form

Mere bulk in circulation is in most cases valueless from an advertising point of view because it is rarely centered where the masses are located.

Street car circulation is mass circulation concentrated in the centers of population, and it works at close range.

If you want mass sales, advertise in the medium that reaches the greatest number of people most often at the lowest cost.

The Canadian Street Car Advertising Co.
LIMITED

TORONTO MONTREAL WINNIPEG

Afterwards my companion remarked, "I'd hate to have to pay that fellow's travelling expenses. He had pretty nearly every bell hop in the hotel waiting on him."

My companion's viewpoint was quite different from mine. The cost of the procedure interested him. The time that was saved for the more important matter of our negotiations interested me. Did the young man show executive ability, or was he merely extravagant? It is perhaps an open question. At the time of which I speak, this young man was a travelling salesman. Lately I have heard of him as the sales manager of his company.

I must frankly confess that I cannot form a satisfactory opinion of a man's executive ability until I have seen other evidences of it than are usually manifested by his speech and actions. What a man has actually done is the best guide, and, in my opinion, the only dependable one. Without that guide, you've got to guess—and hope for the best.

The Old and The New

Think of spinning wheels and hand-weaving being advertised! Actually! A Quebec maker of this old-time household essential is seeking to revive its popularity by advertising in Western farm journals, urging the public to "learn hand-weaving."

J. W. Miller, business manager of the Winnipeg *Telegram* since last October, has resigned.

(*Continued from page 172*)

than as a merchandiser. That is to say, he opened his office and had his correspondents, or agents, or commission men send cables for goods from India, Australasia, South Africa, and he has simple manufacturered them and despatched them. When he comes to tackle the Canadian market, he has, as a rule, to "organize for selling," in addition to which he has to meet the hefty competition of Canada's next door neighbor.

It is perhaps not surprising, therefore, at the present time, to find that the average British manufacturer is about as interested in Canada as most Canadian manufacturers are in South America. In fact, this is not a new attitude with many of them.

So long as this disinterestedness regarding Canada, on the part of the British manufacturer, arises out of the unsettled conditions which he has to face in the immediate future, and until conditions become normal again—and so long as in the not very far distant future, he interests himself in Canada—the situation is not a critical one. But if the British manufacturer's present attitude is one of apathy and unwillingness to tackle competition—and if he prefers easy markets, it is quite possible that the next few years may find British brands very much in the minority, while United States goods and United States *capital* will be flooding Canada in increasing volume—the Britisher will lose his commercial hold on Canada.

Is Great Britain content to have this happen? Political and sentimental, if not commercial, reasons, should dictate otherwise. For when the commercial hold is lost, who shall say what other ties may be weakened?

Where the People Have Money to Spend

THE most fertile field for the advertiser is the community where the people have money to spend. Creating the desire to buy is valueless unless these prospective clients have the means to satisfy their desires.

Ottawa—the capital city of Canada—is a community where much money is earned and spent.

For instance, the employees of the Government number about 12,000, with a yearly pay roll of about $14,000,000, and the bulk of this money is spent in Ottawa, among its retail shops. Besides the employees of the Government, there are thousands connected with manufacturing enterprises and other walks of life, whose tastes and desires are educated to want the best, who earn good money, and who spend it in the community.

Ottawa is a fertile field for the advertiser. Ottawa and suburb have a combined population of about 145,000.

To cover this good paying field, the advertiser has at his disposal two of the best newspaper plants and equipments in the Dominion. The Journal and Citizen Dailies—both with morning and evening editions—enter every Ottawa home. By using them the field is entirely covered. The advertising is sold at a flat rate.

Your advertising plans will not be complete without including the prosperous and powerful Ottawa Dailies. Ask us, or any advertising agency, for facts and details.

The Ottawa Daily Newspapers

The Citizen Dailies — **The Journal Dailies**

OTTAWA, CANADA

The Logical Medium

for every buyer of newspaper space is one having a circulation not established on a competition basis or other means often employed to secure subscribers for effect.

THE NEWS RECORD

(KITCHENER)

has an **Audit Bureau distribution.** It covers the city of Kitchener, Waterloo and the adjoining towns, and carries the largest volume of advertising. In proportion to population few papers enjoy as liberal patronage.

Business Conditions of Winnipeg and the West are forcibly told in the

April Advertising Record of the Winnipeg Free Press

1,138,431

Agate Lines of Paid Advertising

The total paid advertising carried by the Winnipeg Free Press for the month of April, 1919, was 1,138,431 agate lines—

326,403

agate lines greater than April, 1918.

Total Paid Display Advertising	779,662 agate lines
Total Paid Classified Advertising	358,769 agate lines
Total	**1,138,431** agate lines

Almost a Million Lines Increase for First Four Months

The increase in paid advertising carried by the Winnipeg Free Press for the first four months of 1919 over the same period last year amounts to

995,307 Agate Lines

January, 1919, increase	222,885 agate lines
February, 1919, increase	250,317 agate lines
March, 1919, increase	195,702 agate lines
APRIL, 1919, increase	326,403 agate lines
Total Increase for the First Four Months	**995,307 agate lines**

If you contemplate an Advertising Campaign in the West, get in touch with one of the recognized Advertising Agencies, they will give you excellent service.

Manitoba Free Press Co. Ltd.

Winnipeg, Man.

Eastern Representative E. J. Guy, 302 Royal Bank Building, Toronto, Ontario.

advertising Ford trucks, one featuring the new Ford policy of selling Ford parts through the trade generally, and a third campaign advertising the passenger cars. We doubt if any other motor-car advertising will attract so much attention and be read by so many people. Can you imagine any advertisements more interesting, for example, than the two reproduced? Other copy is well up to this standard. We wonder why similar advertising is not considered good business across the line.

The first advertising in the co-operative campaign of the Canadian paint and varnish manufacturers has just appeared, and follows very closely the advertising of the same interests, recently appearing in the United States. The slogan adopted: "Save the surface and you save all" is an exceptionally good one. It is also used in some of

the advertising of individual manufacturers which, it is worth noting, is being kept up, if anything, more aggressively than in recent years. The paint-makers evidently appreciate that co-operative advertising cannot replace, but merely strengthens, individual publicity.

Another co-operative effort to which attention has been drawn by another outbreak of seasonable publicity is that of the bicycle interests. There appears to be a lot of enthusiasm in bicycle

Have You Seen The

Guidal Directory Maps

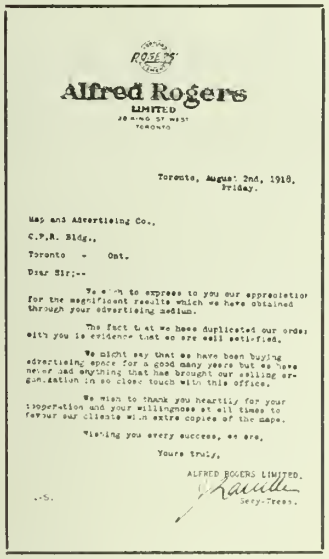
Let us send you a copy.
The best firms in Canada use them.
They get permanently into every farmer's home.
All circulation is absolutely 100% direct.

ALFRED ROGERS Limited

28 King Street W., TORONTO
HIGH GRADE PORTLAND CEMENT
Mills at St. Mary's, Ontario
Represented by—Wm. Steel - - Tottenham

PORTLAND ROGERS' CEMENT

(The Advertisement)



Alfred Rogers
LIMITED
28 KING ST WEST
TORONTO

Toronto, August 2nd, 1918.
Friday.

Map and Advertising Co.,
C.P.R. Bldg.,
Toronto - Ont.

Dear Sir:--

We wish to express to you our appreciation for the magnificent results which we have obtained through your advertising medium.

The fact that we have duplicated our order with you is evidence that we are well satisfied.

We might say that we have been buying advertising space for a good many years but we have never had anything that has brought our selling organization in so close touch with this office.

We wish to thank you heartily for your cooperation and your willingness at all times to favour our clients with extra copies of the maps.

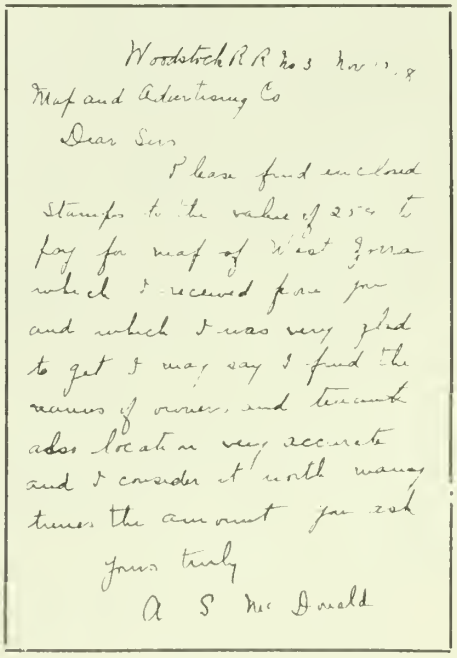
Wishing you every success, we are,

Yours truly,

ALFRED ROGERS LIMITED.
Secy-Treas.

These miniature reproductions will convince you that Guidal Directory Map advertising results are very much FULL SIZED.

We have many such.



Woodstock R R No 3 Nov 1918
Map and Advertising Co
Dear Sirs
Please find enclosed stamps to the value of 25¢ to pay for map of West Zorra which I received from you and which I was very glad to get I may say I find the names of owners and tenants also location very accurate and I consider it worth many times the amount you ask
Yours truly
A S McDonald

Valuable mailing list of over 200,000 Ontario farmers is free to our advertisers.

Write us to-day

Map and Advertising Co. Ltd.

C. P. R. Building, TORONTO

While They Are Thinking About It!

TIME is an important factor in making advertising effective. There are times or seasons when the public mind is especially receptive to buying suggestions.

This is a reason for concentrating your advertising in certain seasons—also in certain mediums. Women buy new apparel in certain seasons, for example. Could you choose a better time to tell them about your gloves, hats, shoes, underwear, silks, veils, suits, waists, snap fasteners, toilet goods — everything that is sold in the department store?

And could you choose a better **place** than the pages of the Canadian Butterick Quarterlies—sold in the leading dry goods and department stores in Canada to women shoppers at the **time** they are planning their season's most important shopping?

The Quarterlies enable you to get the attention of Canadian women at the time they are thinking about, interested in, talking about, **buying,** everything that will satisfy their desire to be "in style."

The Autumn Quarterlies, on sales at the beginning and through the autumn shopping season, go to press June 20th. Arrange now to have your advertisement appear in this issue.

Canadian Butterick Quarterlies

Sold to Canadian women in the stores where they do their shopping, at the time they are planning their purchases, as guides to what to buy.

For particulars write: Manager Advertising
53 Yonge St., Toronto

circles, and other indications that skillful work and lots of it is proving successful in bringing the bicycle back into favor. A "Bicycle Week" was promoted last year, also numerous "rides" and parades"" and other stunts—supported by aggressive advertising and sales work by individual manufacturers of bicycles and accessories. One of the current advertisements of one of the leaders in the industry is reproduced—strongly emphasizing the utility of a "wheel."

Objects to Canadian Publishers Inviting Foreign Manufacturers to Canada

April 26th, 1919

Editor, "Marketing."

I am taking typewriter in hand and asking you for a few inches of space in order to ventilate a question of advertising ethics.

One cannot open an issue of any professional advertising paper published in the United States these days without finding in it a large number of advertisements signed by Canadian newspapers or magazines, soliciting the advertising patronage of American manufacturers.

To be specific—"Printer's Ink," of April 3rd, a number checked at random, contained advertisements trying to interest American space-buyers in two Montreal papers, one Ottawa, one Sydney, one Brantford, one Halifax, one London and two monthly magazines, besides one Toronto agency and a two-page co-operative daily newspaper effort. Ten pages of Canadian advertising in all, out of a total of 96 from all parts of the world.

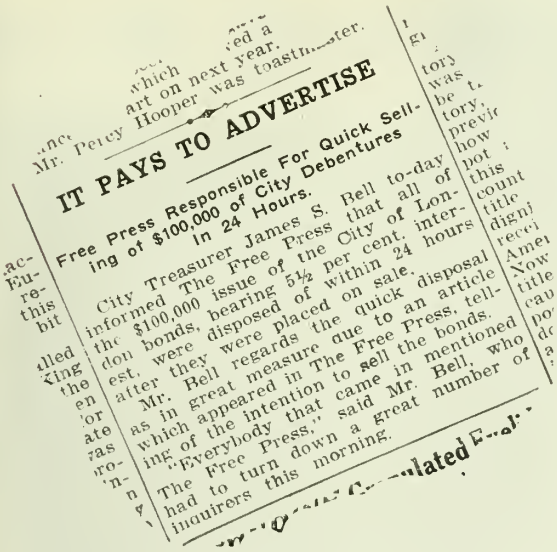
Whilst one admires the enterprise of the various Canadian publications thus represented in going after new business, and whilst none will deny them the right of soliciting business in any legitimate quarter—nevertheless, there is such a thing as letting personal profit stultify one's sense of national necessity. One reads, for instance, that during the twelve months ending February, 1919, the United States exported to Canada 760 million dollars worth of goods, and that Canada exported to the United States only 154 million dollar's worth—a condition that, as everyone knows, reacts so adversely upon exchange that Canadian currency is now at a two per cent. discount in the United States.

Ever so often we see a recrudescence of our old friend the American Magazine Invasion. The sale of —— and —— in Canada is, it is said, stifling Canadian literature and Canadian culture; but isn't it also a fact that the American-made goods advertised in those magazines are sought by Canadian readers in preference to Canadian-made goods?

This is bad enough; but here now are our "patriotic" Canadian publishers (shades of the Made-in-Canada movement!) deliberately inviting foreign manufacturers to come and advertise foreign-made goods in our own papers and take the few crumbs left.

Yours very truly,

CHARLES W. STOKES.



IT PAYS TO ADVERTISE

Free Press Responsible For Quick Selling of $100,000 of City Debentures in 24 Hours.

City Treasurer James S. Bell to-day informed The Free Press that all of the $100,000 issue of the City of London bonds, bearing 5½ per cent. interest, were disposed of within 24 hours after they were placed on sale. Mr. Bell regards the quick disposal as in great measure due to an article which appeared in The Free Press, telling of the intention to sell the bonds. "Everybody that came in mentioned The Free Press," said Mr. Bell, who had to turn down a great number of inquirers this morning.

Excerpt from The London Free Press issue of May 5.

The people have faith in your message in just the ratio that they have faith in the messenger.

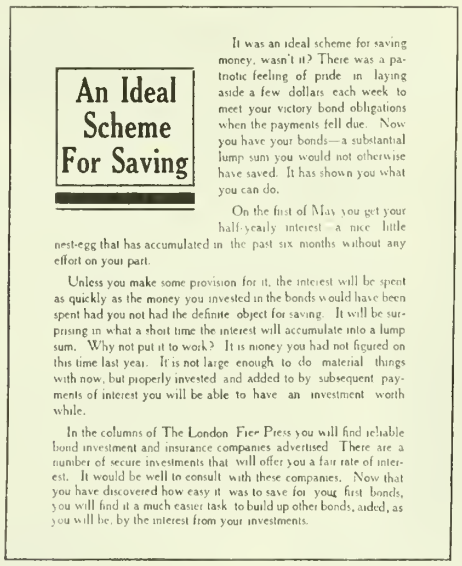
The Free Press took care to refuse publication to several large questionable advertisements bidding for inexperienced investors' Victory Bond coupons due May 1st and June 1st. Faith in Western Ontario's foremost messenger is unshaken.

Most good financial houses know this to their profit. General advertisers find it pays to follow the "Financial Fellows"—those keen, close buyers of advertising as of everything else.

"Everybody that came in mentioned the Free Press"—

Thrifty, well-to-do people wanted to buy bonds.

The Free Press serves over 10,400 of London's 12,000 homes, each of these homes subscribed $760 to the last Victory Loan.



An Ideal Scheme For Saving

It was an ideal scheme for saving money, wasn't it? There was a patriotic feeling of pride in laying aside a few dollars each week to meet your victory bond obligations when the payments fell due. Now you have your bonds—a substantial lump sum you would not otherwise have saved. It has shown you what you can do.

On the first of May you get your half-yearly interest—a nice little nest-egg that has accumulated in the past six months without any effort on your part.

Unless you make some provision for it, the interest will be spent as quickly as the money you invested in the bonds would have been spent had you not had the definite object for saving. It will be surprising in what a short time the interest will accumulate into a lump sum. Why not put it to work? It is money you had not figured on this time last year. It is not large enough to do material things with now, but properly invested and added to by subsequent payments of interest you will be able to have an investment worth while.

In the columns of The London Free Press you will find reliable bond investment and insurance companies advertised. There are a number of secure investments that will offer you a fair rate of interest. It would be well to consult with these companies. Now that you have discovered how easy it was to save for your first bonds, you will find it a much easier task to build up other bonds, aided, as you will be, by the interest from your investments.

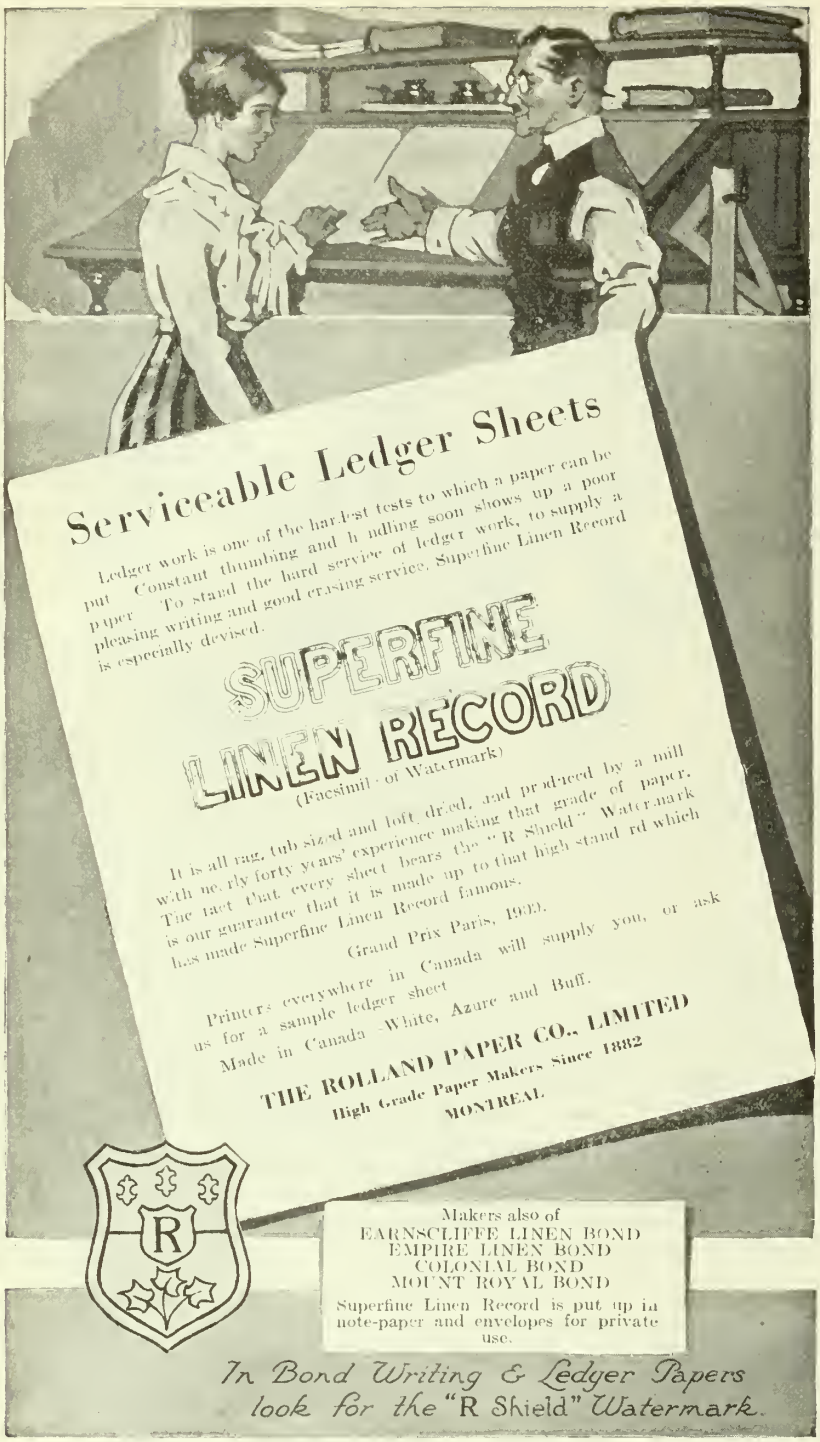
(Reduced one-fourth original size)

The above advertisement in the Free Press May 1st brought letters and phone calls of commendation from Bankers, Bond Houses and big Insurance Companies.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Ask any recognized advertising agency about the FREE PRESS and the rich, responsive market it serves.



When You're a Salesman

By Harold Whitehead

When the train pulls in and you grab your grip,
And the hackman's there with his frayed out whip,
And you call on your man and try to be gay,
And all you get is "Nothing doing today,"
Then you're a Peddler,
By gad, you're a Peddler.

When you get into town and call on your man,
"Can't you see any, Bill"? "Why, sure I can";
You size up his stock—make a rough count,
And "Bill" presently says, "Send the usual amount";
Then you're an Order Taker,
By gad, you're an Order Taker.

When you travel along, and everything's fine,
And you don't get up until half-past nine,
When you see each concern and talk conditions,
When you write it home with many additions,
Then you're a Travelling Man,
By gad, you're a Travelling Man.

When you call on your trade and they talk "hard times,"
"Lower prices" and "Decided declines,"
But you Talk and Smile—make the world look bright,
And send in your order every blamed night;
Then you're a Salesman,
By gad, you're a Salesman.

❦ ❦ ❦

The advertising of the Cleveland Tractor in Canada, has been entrusted to the Baker Advertising Agency, Limited, of Toronto, which will prepare and place copy in a wider list of mediums than have hitherto been used.

This Agency has secured the account of Christy's, (London, Eng.), the famous English makers of hats, and is also placing a campaign in Ontario farm papers for the Kaustine Co., manufacturers of chemical toilet systems.

❦ ❦ ❦

V. G. Perry, who succeeded C. R. Sanaga in the London, Ont., office of the Toronto *Globe* has joined the copy staff of the McConnell & Ferguson Advertising Agency.

DENNISTEEL
Made in Canada

6-in-1 Wardrobe Lockers

An inexpensive all-steel, fire-proof clothing locker; very suitable where space is limited. Accommodates six persons giving each a private compartment with separate lock, also has large general coat compartment, with umbrella stand, etc.

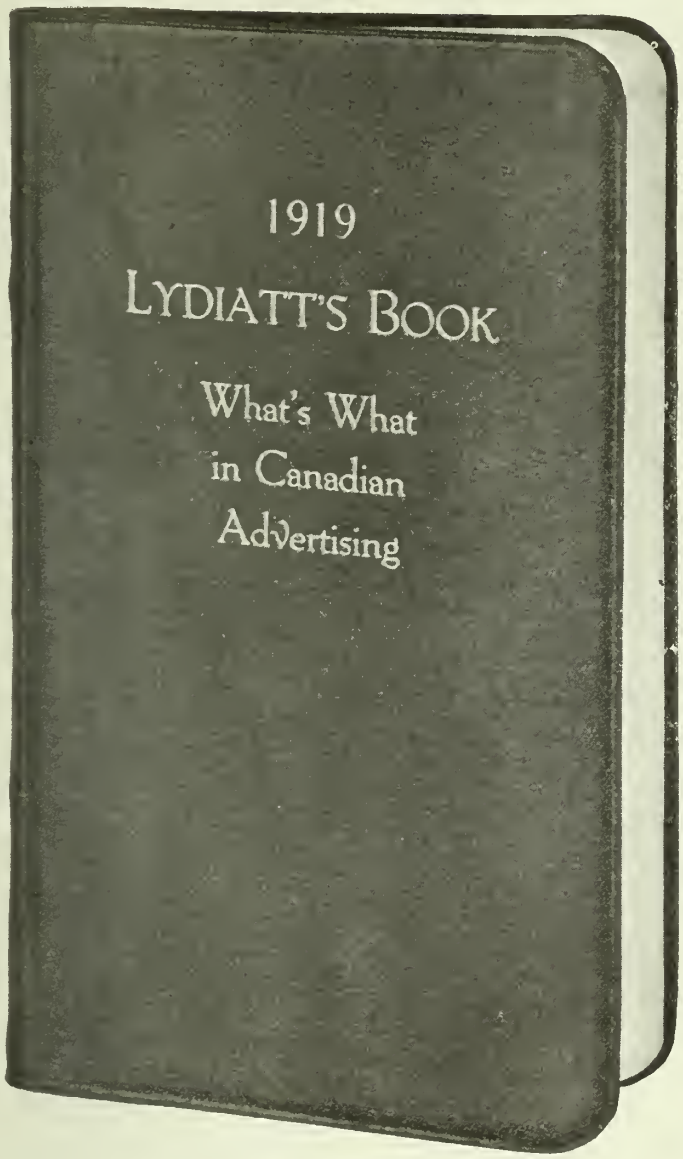
We make all-steel equipment in many styles, including wardrobe lockers, shelving, cabinets, bins, partitions, tables, chairs, stools, etc. Write for illustrated folders.

Halifax Ottawa Montreal Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton Calgary Winnipeg Vancouver

Is All Your Data as Up-to-Date?



350 pages, pocket size, leather-bound.
A complete data book—not a mere directory.

Advertising Rates,
—one time and on contract.

Circulations,
—most complete and accurate ever published, showing net paid and details of distribution for most important mediums.

Page and Column Sizes,
Publication and Closing Dates,
which papers can use mats, which half-tones and what screen, and all other most essential information regarding all daily and weekly newspapers, magazines, farm, trade and class publications of importance.

Poster and Street Car Advertising,
number posters or cards required, and cost of full and half showings in each city.

Engraving,
descriptions different kinds engravings and how to order them, with costs.

Printing,
Specimen body and display types, borders and rules, sizes papers and envelopes, handy tables for estimating costs, number words per line or square inch in various sizes type, proof reading marks, etc.

Sampling,
Description different methods, cost of distributing, etc.

Window Displays,
How to get them, costs, etc.

Preparing Copy,
Kinds most effective in different mediums. Many valuable suggestions.

Directory Advertising Agents,
(with lists of advertisers served). Printers, Engravers, Lithographers, Billposters, Newspaper Representatives, etc.

And 40,000 Facts About Canada as a market for your goods

Populations statistics, nationalities, occupations, earnings of people, numbers automobiles in different cities, numbers retail stores by trades, industrial and agricultural production, bank, building, customs and other figures indicating business activities, postal and express rates, customs, copyright, trade mark and patent regulations. Truly a wealth of valuable information for sales and advertising managers in the 1919 LYDIATT'S BOOK.

The Sooner You Get It the More Useful It Will Be to You

All data tabulated, classified and indexed for easy reference.
Postpaid to any address on receipt of the price, $3.00.

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto

Printing Executive,

Sales Manager

or Advertising Manager

THOROUGHLY experienced Printing Executive desires change, present position cannot offer inducements. Manager of plant of city of 50,000 or over specializing on direct-by-mail advertising literature preferred. Would consider Sales or Advertising management or Printing or manufacturing concern, or good connection with advertising Agency. Box D, Marketing.

TRANSLATIONS

English into French

Advertising Booklets, Catalogues, Circulars, Posters, Technical Literature

Why not secure expert service at once? It saves time and trouble.

LEON A. ARCHAMBAULT

P.O. Box 135, Station B, MONTREAL.
Telephone Uptown 4044

Quality and Service

Multigraph Letters

Mailing Lists
Adv. Letters Written
Best Produced Anywhere

Addressing Folding Mailing

PHONE ADELAIDE 3313

HARRY EDWARDS & SON

E. BENNETT, Manager

152 Bay Street, - - TORONTO

More Facts About Circulation Methods

(*Continued from page 173*)

received from subscribers (this money should be banked daily so that same can be verified by the A. B. C. auditor)

"For example, a publication that has a circulation of 10,000 and subscription price of $1.00 per year, reports banking cash receipts of $30,000 for the year Another publication, with similar circulation and same price banked subscription receipts of $10,000; the difference in quality between these two publications is beyond all question.

"The net figures, as we mean them, are the total cash receipts from subscribers banked each day. We do not consider overhead charges (such as office expense, etc.), should be charged against subscription receipts, as figures of this nature would not be of interest to an advertiser

"This question should be worded so simply that there could be no misunderstanding, and that no publisher could have any difficulty in answering it. The question might be worded as follows:

"'What have been your total cash receipts from subscribers for the period covered by this report?

"'N.B.—This money to be banked regularly for verification.'

"Another important question is often evaded by the A. B. C. members, namely: 'What percentage of the circulation of each publication goes to R.F.D. routes; post offices and towns under 1,000; post offices and towns over 1,000 and under 2,500; and to post offices and towns over 2,500. This question is frequently answered, 'Actual figures not available.' Such an answer is inaccurate, as every publisher has a mailing list, and the figures necessary to answer this question are contained in that mailing list, and are available; and certainly a careful advertiser wants to know them.

"There is no doubt whatever, but that the more open and frank a publisher is in his reports on circulation and circulation methods, the more certainly will he obtain business."

That advertisers themselves, in the preference so generally and often thoughtlessly shown to publications having the *biggest* circulation, have brought about the "evils" which it is now sought to expose, is a fact which should not be overlooked. If publishers are most outspoken in their demand that circulation methods be shown up, it is because many of them have lost business because this and that advertiser has failed to look beyond circulation figures. If any publishers stand to lose by a more critical analysis of quality, they believe it will be those whose circulations are *largely built* up and maintained, at the *advertisers' expense*, by means of extravagant premiums, prize offers, popularity and other contests, which so often produce circulation of doubtful value to advertisers.

A closer scrutiny and more publicity of circulation methods will undoubtedly tend to make advertisers more interested in this question of "quality," as even more important than mere quantity, which latter is now pretty thoroughly established by A. B. C. reports. As one advertiser expresses it:

"If we buyers of advertising space would regard circulation in the same light as we do merchandise, we would get the proper perspective. No one, it seems to me, would buy any kind of merchandise without knowing all about its merits as to quality, etc., and circulation should also be bought accordingly.

"The practice is not uncommon, I believe, these days, to inflate the circulation of a magazine or newspaper by giving premiums and money prizes to such an extent that the net return per subscription would be practically nil. Circulation of this character isn't worth a great deal and the sooner the publishers realize this fact, the better satisfied advertisers will be. Still when we criticise these methods, the publisher will usually point to the (———) as a shining example of what premiums, etc., will accomplish in the line of increasing circulation. We can always tell, to some extent, how the circulation of a paper belonging to the A.B.C. is obtained, but what the net returns per subscription are, is a bit of information I am quite certain we would all like to have."

This question will, no doubt, be dealt with at the next meeting of the Audit Bureau membership, and the forms and audits committees should be able to suggest changes that will secure for the audit reports, the information which is demanded. The progress of the A.B.C. has been marked by steady improvement in method and service. "It has improved conditions wonder-

WE SPECIALIZE IN

FOLDING BOXES

CONFECTIONERY BOXES MAILING TUBES

ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL

Quality and Service

Dominion Paper Box Co., Ltd.

TORONTO, Ont.

fully," remarks one publisher, "and I believe that each year, it will become of greater service, and that, as time passes, it will work out problems such as this one to the satisfaction of the man who believes in clean, legitimate, practical business methods. When we look back only a few years, it is difficult for us to realize how chaotic circulation conditions were, and how much fraud was being put over by unscrupulous publishers, when the A. B. C. was organized. Frankly, I did not expect it to accomplish in this time, what it has accomplished. For this reason, I am willing to forgive many of its sins of omission, being confident that they will be corrected in good time."

Toronto Coal Dealers Run Co-operative Campaign

The coal dealers of Toronto have been carrying on a campaign urging the public to place orders for coal in the spring and summer, in order to keep down the cost of coal by spreading delivery and plant overhead over the whole year, instead of (as it has been in the past) over five months only. Giving employment to returned men is a subsidiary argument being used. The campaign is being prepared by the Baker Advertising Agency Limited, of Toronto.

A. E. Andrews, formerly advertising manager of Ogilvy's, Montreal department store, and recently returned from France, has joined the copy department of N. W. Ayer & Son, Philadelphia.

EDITOR, MARKETING:

It is just 1.50 a.m., and thanks to your most remarkable system of keeping in touch with your subscribers, I am able to sit here in the Y.M.C.A. in Leeds, and read the March issue of MARKETING.

Many thanks for sending this most interesting publication to me so regularly. Very sincerely,

D. J. BEATTY.

Leeds, England,
April 13th.

Let Us Do Your Illustrating

We have a most efficient staff of Photographers and Commercial Artists. Our Illustrations are selling thousands of dollars of merchandise. We give the maximum of service, our work is thorough. Satisfied customers will testify that "our drawings draw business." Let us advise with you how to obtain the greatest results from your advertising appropriation large and small.

R. W. MENZIES & CO.
MAIN 2210
Photographers and Artists
325 Crown Office Bldg.
Queen and Victoria - TORONTO

E. ST. ELMO LEWIS
PERSONAL COUNSEL FOR EXECUTIVES

Reports on Sales, Advertising and Marketing Organizations; on Plans, Performance, and Possibilities.

"The Lewis Bulletins," issued Semi-monthly, free to Executives.

317 FIFTH AVENUE
NEW YORK

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

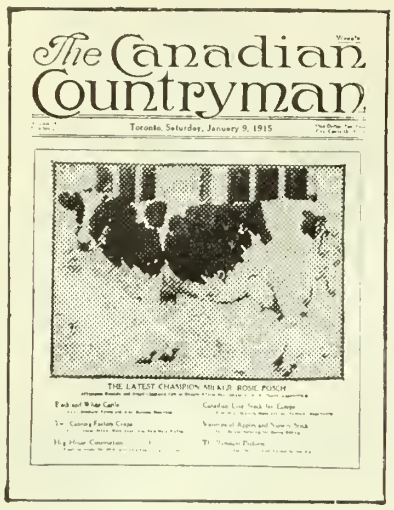
Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

Co-operation and Honesty have in two and one half years built up the finest Envelope business in Canada, also a fine foundation for what we expect will some day be the largest. We Lead in Quality and Service

TORONTO ENVELOPE CO. Limited
115 Adelaide St. West, Toronto
MANUFACTURERS TO THE TRADE ONLY


The Canadian Countryman
Toronto, Saturday, January 9, 1915
THE LATEST CHAMPION MILKER ROSE POSCH

A 42% Gain!

Each year Canadian Countryman has shown a big gain in advertising carried. The increase in 1918 over 1917 was a very handsome one, and during January, February and March, 1919, we carried 42% more advertising space than in the first three months of 1918.

Each year more and more of the largest buyers of advertising are placing Canadian Countryman first on their list of farm media for Eastern Canada.

The

Canadian Countryman

Goodyear Building,
TORONTO

Member A.B.C.

A. H. Lindsay, of the St. John, N.B. *Globe* has been appointed advertising agent of the eastern lines of the Canadian National Railways, with offices in Moncton.

The sixty-first annual meeting of the Canadian Press Association is scheduled to be held at the King Edward Hotel, Toronto, on Thursday and Friday, June 5 and 6.

The Alaska Bedding Co. Ltd., is running a series of small single column advertisements in western newspapers and farm papers, through A. McKim Limited, Winnipeg office.

K. R. Townsend, advertising manager of the Sherwin-Williams Company, Montreal, until he went overseas early in 1915, is back at his old desk.

Agriculture is B.C.'s Foremost Industry

Lumbering was in the lead last year, but the aeroplane spruce output made the increase there.

Here are the 1918 figures:—

Agriculture	**$49,543,008**
Lumbering	**54,162,523**
Mining	**41,083,093**
Fisheries	**21,518,495**

Prospects are just as good this year.

To reach the farmers of the Pacific Coast Province, use

The B.C. Farmer

Established 1909

W. E. McTAGGART, Editor and Mgr.

Rogers Bldg., Vancouver, B.C.

For Every Advertiser, Advertising Writer and Retail Merchant

there's a copy of

The Retail Merchants Globe

The first paper of its kind in Canada, free of charge and without obligation. Write to The Editor, 62 Yonge Street, Toronto for a copy of this new NEWS paper, which prints the news of advertising and retailing. You'll be interested. No other paper prints this news. All it will cost you is a post card.

CORRESPONDENTS WANTED

The Retail Merchants Globe wants correspondents in every centre who can write of interesting happenings in the retail business. Five dollars a thousand words (about equal to a newspaper column) will be paid. Write to The Editor for full particulars.

$20.00 CASH PRIZE

A prize of $20.00 cash will be paid for the best story of co-operation with nationally advertised goods by any retail merchant. Stories should be received by June 7th. Special rates will be paid for all stories which do not win the prize but are accepted for publication. Winning story will be printed in the June issue. Write to The Editor for full particulars.

$5.00 FOR BEST JOKE

For the best joke, or commercial travellers' story sent in by June 7th, $5.00 will be paid. All jokes sent in and published will be paid for at $1.00 each. Name of person telling the story, firm connected with, and place must be given. Don't write to The Editor about jokes. Write them out and send them in.

The current issue of The Retail Merchants Globe gives full particulars for correspondents. Write for a copy.

If you're interested in selling, you'll be interested in

The Retail Merchants Globe 62 Yonge Street, TORONTO

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 24,339
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 6,228
One daily in big prosperous farming district, one of the best markets in west.

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In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,266
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 40,594
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE OROIT (E) 8401
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000.

St. Thomas, Ont., TIMES-JOURNAL (E) 9,248
Only daily in St. Thomas or Elgin County, and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,097
Largest circulation in its trading territory. Oldest, largest and best medium.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service in Canada.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 29,009
April net paid 39,299. A select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,135
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Advertising Rates
and Up-to-date
Circulation Figures
of all important Canadian newspapers, magazines, farm, trade, technical, religious and other periodicals; poster, street car, engraving printing and other costs; enabling you to buy to best advantage and check your advertising bills. Also more than 10,000 facts and figures about the Canadian market. In the new
1919
LYDIATT'S BOOK
"What's What in Canadian Advertising"
Now ready. Price $3.00.
Order from
W. A. LYDIATT, Publisher,
53 Yonge Street Toronto

An unverified circulation statement is not comparable with an A.B.C. report.

When you buy A.B.C. circulation you invest in a certainty. Otherwise, you speculate in a prospect.

Insist that all publications use the A.B.C. standard of circulation measurement.

Efficient Service

THE job we had in hand was a booklet. The booklet was to be printed in three colors.

The copy had been partially approved but some alterations and two new half-tone cuts were requested when:—

At 10 A.M. the client urgently requested that twenty-five copies of the booklet be supplied the next morning.

It was necessary to appoint a man to follow the job every minute until completion. We were glad to do this and thanks to the good co-operation on the part of the printer and engraver, twenty-five copies of the booklet were placed on the Vice-President's desk the next morning at 9 o'clock.

Special service of this sort is seldom necessary but it is our policy to render any service required—service without stint or limit in connection with all of the accounts we undertake.

Interviews invited.

The H. K. McCANN COMPANY, Ltd.

56 Church St.,
TORONTO, ONT.

TRUTH WELL TOLD

Transportation Bldg.,
MONTREAL, QUE.

OVER·A·HUNDRED·THOUSAND·HOMES

ARE MADE AVAILABLE TO YOU BY ONE PUBLICATION

In each of these EVERYWOMAN'S WORLD, Canada's Greatest Magazine, is subscribed for and paid for in advance. On account of the excellence of its mechanical make-up, its editorial merit, and its popular appeal, back copies of EVERYWOMAN'S WORLD, in many cases months old, will be found lying on the reading table, showing evidences of being read and re-read.

One hundred thousand homes represent one in every seven or eight of the best homes everywhere in Canada---and merit your strongest efforts and most careful cultivation.

EVERYWOMAN'S WORLD invites your careful investigation into every fact and factor of the field and its possibilities, and continually keeps open house to its advertisers to investigate circulation or any other points which are of interest to them.

EVERYWOMAN'S WORLD

Canada's Greatest Magazine

TORONTO :: CANADA

MEMBERS A.B.C.—GUARANTEED OVER A HUNDRED THOUSAND NET PAID MONTHLY.

A National Obligation

$55,000,000 went up in fire last year in the Dominion of Canada—physical loss only in the form of buildings, industrial plants, etc. The intangible loss, the value of the priceless records and documents that went up with this appalling material forfeit—records that, once gone, are gone forever—is beyond all computation.

Records are Irreplaceable

Physical property can be restored to its original condition—can even be improved upon. But the vital records—records which a business life-time has built up—records which form the foundation of your business—upon which your business is built and *grows*, cannot, in case of loss, be retrieved.

Records Worth Keeping are Worth Protecting

You put time, effort and thought into the preparation of business records—you employ a staff to keep them up—you place a high money value on them. Is it logical then, is it good business to leave them unprotected—liable to total extinction, you know not when.

A Record Safe Means Protection

What an insurance policy is to your buildings and physical property, a Record Safe is to the intangible assets of your business—your records and business documents. And it has this additional salutary feature: that though physical property may be wiped out, entirely, a Record Safe protects and guarantees the safety of those records that are always considered as constituting a "going concern."

Fire Protection an Immediate—a Vital Question

The question of protection against loss—both of your physical property and the intangible assets of your business—but the latter more importantly so—is a vital one now, when waste of any kind is a public dereliction—adequate protection is in short, nothing less than a national obligation.

Delay May Bring Serious Consequences

Consider well this question. Then take immediate steps to provide the protection that the value of your business records and documents warrants. Any "Office Specialty" representative will be glad to tell you about the new fire resisting Record Safe—explain the double wall dead-air space feature, tell you the advantages of the light but essentially solid construction—and show you how a combination of filing units to contain your various records may be stacked in "Office Specialty" Record Safes.

THE OFFICE SPECIALTY MFG. CO., LIMITED

Home Office NEWMARKET Canada

Filing Equipment Stores also at:

Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Vancouver

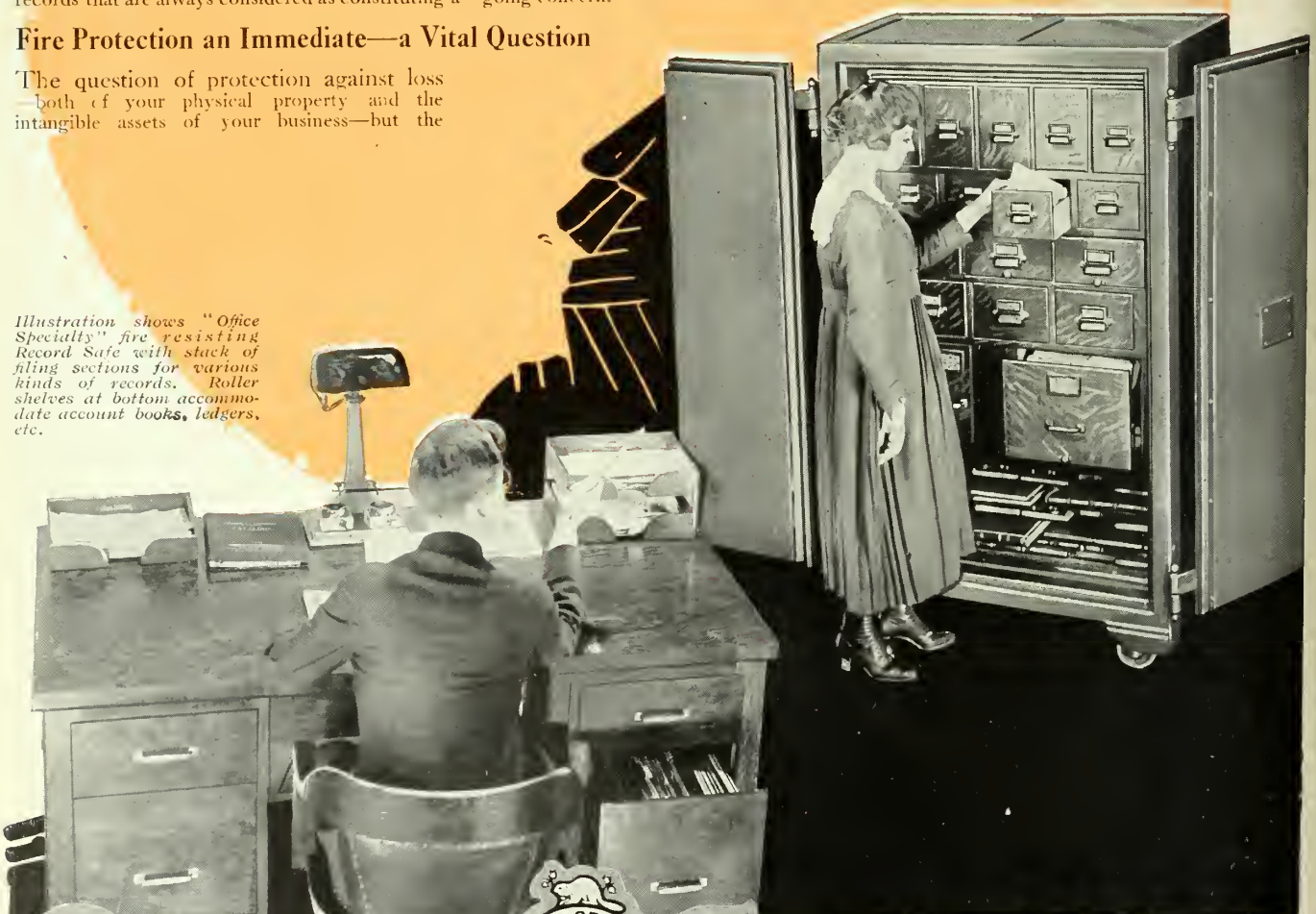


Illustration shows "Office Specialty" fire resisting Record Safe with stack of filing sections for various kinds of records. Roller shelves at bottom accommodate account books, ledgers, etc.

OFFICE SPECIALTY

LABOR SAVING OFFICE DEVICES · "Y and E" · TIME IS MONEY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W.A.Lydiatt

Canadian Newspaper Directory
1919

(Twelfth Edition)

NOW READY ! In addition to giving a complete list and full details of every periodical publication in the Dominion of Canada, the Canadian Newspaper Directory gives the latest information obtainable regarding every hamlet, town and city in Canada which boasts a newspaper.

It lists the railroads, the waterways, the chief industries, the towns and villages surrounding, and it gives particulars of the business facilities.

Price is $2, postpaid.
Send order with remittance to the publishers.

A. McKIM, LIMITED

Advertising Agency,

MONTREAL

TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a Copy

JUNE 1919

$2.00 a year

Is There a Foreign Watermark on your Stationery?

Use Canadian-Made Papers

CANADIAN PULP & PAPER ASSOCIATION

Look for this mark on the wrapper of every package of paper you buy.

Canadian-made Papers for
Stationery
Booklets
Circulars
Ledgers, etc.
Stock Certificates
Wrapping Papers
are second to none in quality and value.

You receive a convincing letter appealing to you to buy certain goods, because they are MADE IN CANADA. You hold the letter up to the light. The watermark shows the stationery to be of foreign make. What is your natural mental attitude?

Your correspondent has no chance to explain why he uses foreign paper—and, indeed, no explanation is valid, for he could have bought equally good paper of Canadian make without spending any more money.

You see the importance of using "Made in Canada" stationery?

Bond papers of all qualities are made right here in Canada—papers for every purpose. Make it a personal matter to see, hereafter, that your stationery is not only of such a quality as represents your house, but that it is genuinely MADE IN CANADA.

Write for booklet "Some Facts About the Pulp and Paper Industry of Canada."

CANADIAN PULP AND PAPER ASSOCIATION

304 SHAUGHNESSY BLDG., MONTREAL

Business Strategy Calls for the Persistent use of these Magazines

IT is both natural and logical that these magazines should carry such a heavy advertising lineage—*that they should show such a decided increase in advertising lineage.* They possess all the elements which makes for maximum productiveness in advertising. These tabulations offer convincing proof of that fact, and they visualize advertiser - preference.

MACLEAN'S MAGAZINE

It is a highly significant fact that the first six months of 1919 show an increase of 87,130 lines over the same period for last year.

1918.		1919.	
January	13,772 lines	January	20,835 lines
February	16,035 lines	February	23,419 lines
March	17,310 lines	March	32,700 lines
April	23,615 lines	April	43,630 lines
May	23,786 lines	May	40,240 lines
June	21,729 lines	June	12,553 lines
Total	116,247 lines	Total	203,377 lines

70,000 copies of *Maclean's* are now being printed. *Maclean's* is read in the finest type of Canadian homes in population centres throughout Canada. We have valuable circulation—distribution data regarding *Maclean's* which will help you plan with greater certainty—write or phone for it to-day.

It is interesting to note that only one general monthly magazine on the North American continent carries a greater advertising lineage than Maclean's; a small margin, too.

FARMERS' MAGAZINE

That *Farmer's Magazine* should be *first* on agricultural advertising lists is evidenced by the big increase in advertising lineage

The April 15th, May 1st and May 15th issues of 1918 carried a total of 31,300 lines. The same issues of 1919 carried a total of 66,396 lines—an increase of 35,096 lines. The 1919 lineage total to date shows a substantial increase over the same period of 1918.

1918.

Nine issues—102,380 lines.

1919.

Nine issues—188,315 lines.

This shows an increase of 85,935 lines.

Farmers' is the outstanding agricultural publication in Canada today. The wants of readers of *Farmers'* differ little from those of urbanites. They want musical instruments, packaged food-stuffs, automobiles, high-grade clothing and toilet goods. Over 30,000 copies of *Farmers'* are being printed every issue—going to the up-and-coming type of Canadian agriculturist.

Our circulation—distribution statement regarding *Farmers'* will be of interest to you—ask for it to-day.

500,000 Readers of These Magazines

Allowing for an average of 5 readers to a magazine MACLEAN'S and FARMERS' in combination make a strong appeal to 500,000 Canadians. These readers form a highly desirable market—one worthy of an extensive and persistent advertising campaign. Complete details and sample copies furnished upon request.

The Maclean Publishing Company, Limited

143-153 University Avenue Toronto, Canada

Thanks, Thanks *Thanks!*

TO THE GENERAL ADVERTISERS, ADVERTISING AGENCIES, and Retail Merchants individually and as a body, who have so warmly received

The Retail Merchants Globe.

THE FIRST PAPER OF ITS KIND IN CANADA

It is giving the retail merchant the news of his own business which he can't find elsewhere. It is stimulating his interest in branded and advertised goods.

THE Retail Merchants Globe contains the news of the retail trade, and of the wholesale markets, which is not printed in any other publication, together with articles on business methods which every retailer will read. It goes under stamped mail monthly to five thousand Ontario retail merchants.

THE Retail Merchants Globe keeps the merchants of Ontario informed of the selling plans of Globe advertisers. Through it the retailer knows what the manufacturer is doing, and how he is doing it. It tells why branded and advertised goods are easier for him to sell, and how his trade can be increased by co-operating with the manufacturer's advertising.

Write for a Copy of This New and Unique Paper

PLEASE, always remember that The Globe has never given a premium, sold anything in combination with a subscription, or conducted a circulation contest. It is first in circulation among the morning papers, and first as a general advertising medium in all Canada.

The Globe

TORONTO

W. G. JAFFRAY, *President* WM. FINDLAY, *Advertising Manager*

MEMBER AUDIT BUREAU OF CIRCULATIONS

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 6 TORONTO, CANADA JUNE, 1919

BREAKING INTO A HIGHLY COMPETITIVE MARKET

Some of the problems faced in marketing Majic Dye Soap Flakes. Women's comments on copy suggested many changes. Color card "demonstrator" for display

Written for MARKETING By R. A. BAKER, President Baker Advertising Agency

TO launch a new product on a market already fiercely competitive calls for courage at any time; especially when this is one of the first "after-the-war" ventures your house undertakes.

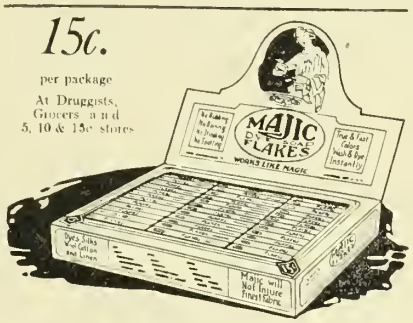
But it calls for real "nerve" when seventy-five per cent. of your selling campaign must be concentrated on overcoming every woman's doubts and prejudices and the dealer's hesitancy in handling a discredited proposition.

Yet despite these inherent difficulties the house of W. G. Patrick & Co., Limited undertook to market Majic Dye Soap Flakes—and, what is more, to the point, their efforts are meeting with a gratifying measure of success.

Not one manufacturer alone but dozens have worked on the idea that a big profitable demand would follow the appearance of a home-dye selling at a low price. Hitherto the preparations offered do not seem to have been "repeaters." By intensive and costly selling activities first sales have been obtained. It may be because they were lacking in merit, or because they required boiling or rubbing or some other mussy operations that they failed to win the wide favor and repeat sales the manufacturers anticipated.

Obviously, the first essential in a campaign to market a new home-dye was to perfect the product. Many dyes in the past have been sold in the form of a soap. The Majic people went a step further—borrowing an idea from the soap makers. Just as the finest, most perfected form of soap is in flakes, so Majic the new dye was produced in flake form. This eliminated all the objections to the old-style home-dyes—boiling, rubbing streaky results, mussy work.

That was a manufacturer's problem however. The problem facing W. G. Patrick & Co. Limited—a marketing organization—was purely one of selling. The steps they took should interest everyone who has a merchandising problem.



Exquisite Colors - Just the Shade You Want

NO matter whether your garment is silk or linen, wool or cotton, you can dye it a new, beautiful lasting color with Majic Dye Soap Flakes. And you will get exactly the color you want!

Dyeing is made simple, safe and sure by this wonderful new product—different from any dye you have ever tried before. And better!

Flakes that Dye and Wash

This new dye comes in *flakes*—just like the finest, most perfected soap. A spoonful of flakes in two tumblers of hot water and you get instantly a rich lather of foaming suds—enough to dye a waist of Georgette, silk or voile

Whisk your garment in this lather for two or three minutes—out it comes dyed *and cleaned* at the same time. Exquisitely and evenly!

No rubbing—therefore no spotting or streaking, and no ruining of sheer fabrics. No muss or fuss—as harmless as your own toilet soap. Doesn't stain the hands.

Fifteen standard textile shades! Your nearest grocer, drug, or 5, 10, and 15c store carries them all. Look for the display carton on the counter. Begin to use Majic Dye Soap Flakes—to-day!

Canadian Distributors:
W. G. PATRICK & CO., Limited, Montreal, TORONTO, Winnipeg.

MAJIC Dye Soap FLAKES

"A Dainty Dye for Dainty Women"

HERE IS A TYPICAL PIECE OF COPY — NOTE HOW MAJIC CASHES IN ON THE FLAKE FORM OF SOAP WITH WHICH EVERY WOMAN IS FAMILIAR:

The composition of their organization was peculiarly adapted for undertaking this task. As an organization within an organization they have a "specialty sales force," under the direction of Mr. Davieson Power. Women are included on this sales-force.

Before attempting to sell one carton of Majic Dye Soap Flakes, Mr. Power tested the product thoroughly with the fabrics that women would use—silk, linen, cotton and woolen. It was in making these tests that he realized a fact that has an important bearing in the success of Majic—women want to see actual results with actual materials.

The best advertisement for a baking powder would be an actual cake of fluffy lightness. The best advertisement for a vacuum cleaner is a vacuum cleaner actually at work. In the same way, the best advertisement for a home-dye would be the actual dyeing of materials before the customers eyes.

Actual demonstrations of a product, however, are costly. They cannot be made in every store. Ninety-five per cent. of the sales for Majic Dye Soap Flakes would come from the "corner" drug and grocery stores.

"DEMONSTRATOR" DISPLAY CARD USED

A "color card" was therefore devised, showing strips of actual materials dyed in the different shades offered in Majic Flakes. A reproduction of this card is shown herewith. Just as the hardware man finds it good business to show his customers painted and varnished slats of wood in preference to mere printed color charts, so the grocer and druggist find Majic Flakes easier selling because of this color card showing actual results.

One further side of the "mechanics" of this proposition is worth noting. Majic Dye Soap Flakes are put up in attractive packages and reach the dealer in a cut-out carton that makes a wonderfully attractive and effective counter display. This means easy handling for jobbers and dealers. And because it is compact, it readily wins a place right on the counter—the

place where every manufacturer of a low-priced specialty product likes to get his goods.

The campaign to put Majic Dye Soap Flakes on the market was carefully planned according to selling season and distribution.

The big sale for a home-dye comes with the warm weather when light dresses, waists, sweater coats are worn. The campaign to secure distribution therefore began several weeks in advance.

Broadside to Trade

A big broadside was mailed to every grocer and drug store in the Dominion and to every jobber. Every jobber's salesman received a copy. The folder told the complete story about Majic Dye Soap Flakes —about the product itself, its unique form, its convenient packing.

It also carried a full frank story about the advertising campaign. Gave a complete list of the newspapers in which the advertising was to appear. Showed reproductions, ¾ size, of the initial advertisements.

As a clincher, it also carried a Free Deal offer,—good for a limited time.

Actual advertising to the consumer was only started when a satisfying percentage of distribution had been obtained in each centre. The initial campaign was planned to include big dailies all over Canada, using evening papers where possible.

DEMONSTRATOR DISPLAY CARD, SHOWING SAMPLES OF SILKS, ETC. DYED IN VARIOUS SHADES.

At first thought, the copy demanded would simply cover the idea that Majic was a new home-dye in a new form. Several pieces of copy along this idea were prepared and submitted to women. They evoked not enthusiasm — but a lot of questions. "Can you really dye things at home?" "Can you actually dye a crepe-de-chene waist?" "Wouldn't a sweater coat shrink if you dyed it?" I once tried such-and-such a dye and found it left streaks — does the new dye?"

Women Critics Prompt Copy

So many, so specific and so varied were these questions that they prompted an entirely new angle of copy. Despite the number of dyes that had been on the market, it was found that women were not educated to the economy and ease of dyeing at home. It was found that many prejudices had to be overcome. And the "flake" idea instead of being the dominant story became the "proof"—the "reason why" behind the story.

Because the preparatory work on this campaign was so complete, because the woman's viewpoint was studied at every turn, real success has been won at every point. Dealers are getting good sales bringing a liberal profit. Consumers are even writing in expressing satisfaction. Mr. Power himself reports that repeat business is coming in on a scale much larger than he had anticipated.

And that, after all, is the test of any merchandising campaign.

TWENTY IDEAS FOR SALES CONTESTS

Successful plans for stimulating competition among salesmen. Playing one territory against another. Some essentials to success. Novel forms of contests. Continuing the review of salesmanagement practices.

WHETHER or not to have contests between your salesmen is a matter of opinion. Some hold that they are valuable, if not indispensable, and quote from a wide range of experience to prove it. Others are equally positive it is a mistake. Some of the arguments for and against were reviewed last month.

But those who use contests, or feel like trying them, are interested in studying some of the different kinds of contests which have been conducted—so we have gathered together particulars of many novel contest stunts for this purpose. Not all of them are applicable under all conditions. Some were good at the *time* they were used particularly those of a *timely* character. Others are adapted to large organizations. But among them it is hoped you will find some suggestions or ideas which you can redraft to fit your particular situation.

In planning sales contests it is considered a safe rule to put on a contest only when some special object is to be accomplished. A contest may be employed only at certain seasons when such stimulant seems needed. Or to boost the sales of certain specialties in your line—new and needing special effort, or lagging because they are neglected for easier selling items.

Other contests are based on the number of new customers secured—or are aimed to increase the number of the salesmen's calls—or to reduce the precentage of salesmen's expenses to sales—or to induce salesmen to get window or advertising displays.

Essentials of Successful Contests

One report analyses the reasons for the whole or partial failure of some contests, summing up the principle causes for failure as :

1. Failure to provide proper quota, or basis of award so that all salesmen, regardless of natural ability or territorial conditions, have an equal chance at the prizes.

2. Failure to properly "sell" the contest to the sales force at the start, and failure to adopt methods that will maintain interest throughout the contest.

3. Failure to use precautions in awarding prizes against over-stocking trade, cancellations and other results of hurried salesmanship.

4. Failure to properly group contestants, so that salesmen in equal territories are pitted against each other.

5. Over-doing the contest idea—running a series of contests in quick succession, without regard to general business and stock conditions.

6. Lack of advance planning. Some concerns stage only one or two contests a year, and plans for them are drawn up six months in advance to permit of ample consideration.

7. Too much "hurrah boys" stuff in contest bulletins. Great care must be used to get the right tone into messages to the salesmen.

It will be noted that these are mostly faults with the staging of the contest rather than faults of the contest idea in itself. Contests have been successfully used in nearly every line of business, and in both small and large organizations—and if the salesmen's interest is secured and held and the contest properly staged, experience favors them. There should be a real reason for any contest—particularly one which appeals to the salesmen. Without it, salesmen are apt to get the impression that the contest is merely a scheme to make them work harder.

Fixing the Handicaps

The methods of fixing quotas or adjusting handicaps will be more thoroughly reviewed in next month's Marketing. The simplest plans are those based on the salemen's former records—points being given for increases, actual or percentage. But, it is argued, this favors the previous poorest producer. Probably the sound-

est method is on the basis of the possible business in each man's territory—if a reasonable estimate can be arrived at. Competition, accessibility, and salesman's ability are, of course, taken into consideration. But these questions will be reviewed more fully next month.

The following contests offer a variety of ideas which have been successfully used by many concerns, and from which those who use contests should get an idea which would be applicable to their own particular needs.

Fishing Party

A sheet is issued showing the sales force lined up on the pier fishing. The object of the contest is to see who can catch the most fish, the "catch" being shown by a string of fish of all sizes. For illustrative convenience the fish are strung on a line suspended from two posts on the pier, with tags attached to each fish, large enough to print the name of a salesman on it. The salesman making the most points lands the biggest fish, and his name is placed on the card of the largest fish. The man with the next highest score lands the second size, and so on down the line. A variation would be to award "fish" for every day's or every week's sales, the size of fish indicating amount of sales, a "string" gradually being accumulated.

Tug-of-War

Sometimes carefully selected territories are pitted against each other with better results than in a free-for-all contest. One firm pitted the Eastern against the Western territories of equal sales possibilities to make more intense rivalry. The Easterners were labelled "Dudes" and the Westerners "Rough Necks." The contest was in the form of a tug-of-war, the team with the largest number of points making the strongest pulling side.

A Trip to the Factory

First determine what each man must sell to entitle him to the trip, this amount being fixed so that he can make it without difficulty, by putting forth a little extra effort. Then have a supply of maps printed with dots showing the location of each man and a big star designating the factory. Each week get out new maps showing the progress each man is making toward the factory, the progress being shown on the map by a red line. Every time a man sells a certain amount of goods, he has travelled so many miles toward the factory, the line showing exactly how far. When his line reaches the factory he is sent an expense cheque and told to come on.

Altitude Contest

This contest is simple, yet effective in its staging. Cuts of either balloons or aeroplanes may be used to distinguish each salesman. Ruled sheets 17 x 22 inches are printed with numbers on each line to represent altitude. As the scores are taken from the quota cards each contestant's air-ship is moved to a higher or lower altitude accordingly.

Target Practice

This plan is particularly valuable for developing competition between branch offices or sales divisions.

A large sheet is prepared called a "proving ground." On this sheet is printed a large artillery target (in the distance) with several batteries in the foreground. The batteries represent the different offices or sales divisions the guns being manned by the salesmen. As each battery "fires" its score is marked up on the target. The battery which makes its quota for the month scores a "bull's eye" hit.

The object of this plan is to develop team work. Prizes are given to the "gunners" of each battery. Thus, if the Toronto office showed the best marksmanship for the month, the salesman with the largest per cent. of his quota gets the biggest purse. The salesman with the next largest quota, second money, and so on through the office.

Straw Hat Contest

This is an inexpensive method for arousing good-natured rivalry among salesmen during May. The sales manager offers a straw hat to any salesman showing a certain percentage of sales increase for that month. By making it a personal proposition, it enables him to inject a little humour into his letters to his men.

The Cross Country Hike

Salesmen are represented as starting from the home office to cross the country. A definite schedule of stops is arranged, this schedule being printed on a map. As each man's sales come in, his marker is moved ahead on the map according to the quota rating. The quota plan is so arranged that all salesmen should arrive at a given point on schedule time. The man who finishes his "hike" first gets the prize.

Wives and Sweethearts Contest

It is generally conceded that the ladies are the inspiration back of the success of all men. The wives and sweethearts of salesmen are interested in their success, and are as enthusiastic as the salesmen themselves. The awarding of prizes to the ladies instead of to the salesmen has been found a good method of stimulating sales.

Building a New Addition to the Factory

Each salesman or office was given a fixed task which corresponded to his quota. The aim was to see what man or team would be the first to get his part of the building erected. Each sale representing a brick.

Prizes were awarded to the ten men who did the best work on the building, with a big box of candies for the wives or sweethearts of the five highest.

Baseball Contest

Especially adaptable for summer use. Usually staged by means of baseball posters, house organ articles, cartooning, etc. The salesmen are divided into teams and a schedule made whereby each of the teams has a one-week game with each of the other teams. The basis of the contest is that each order is worth so many runs. Beginners' orders are worth a few more runs per order so as to include all beginners and keep them interested in their work.

The teams know by telegraph immediately after the game whether they have won or lost.

All members of the winning team are given a picnic by the company, and are presented with the pennant by the officers of the company. Every member of the winning team is given a very nice souvenir and a $10 gold piece.

To keep the individual members of other teams interested, even if their team does lose, all players on losing teams who make a certain number of runs or over during the season may be awarded the same souvenir given the members of the winning team, or a $10 gold piece for a little picnic of their own.

Lincoln Highway Contest

This was an imaginary automobile race over the Lincoln Highway from Philadelphia to San Francisco, a distance of 3,300 miles in round figures. For every dollar's worth of business the salesman was credited with three miles of the road to 'Frisco, which meant that to reach that point he had to do $1,100 worth of business. A chart of the road was made showing the principal cities en route and every week the point reached by each salesman was shown on the chart.

For the first 1000 miles he covered the salesman received a bonus of half a cent a mile. For the second 1,000 miles a bonus of a cent a mile, and for the last 1,300 miles a cent and a half a mile. This meant that no matter where the salesman stood in the contest he got a direct financial recognition of his efforts.

In addition to this bonus the salesman who first reached 'Frisco received an extra prize of $15.50 which with bonus earned on mileage meant a cheque of $50.00.

After reaching 'Frisco the home trip was started and trips made back and forth until the contest closed. At the close of the contest the salesman with the greatest mileage to his credit received a prize entirely separate from "mileage" and the amounts received for being in the lead at specified points in the race.

The "Surprise Party"

In every concern there is a personality who is respected by the salesmen. No matter who he is, as long as the salesmen will do their utmost to please him, he is the man to give the party to. Find out when he is to take his vacation, and then set the stage. The day before the person to be surprised leaves, a special issue of the house publication should go out to every salesman letting him in on the plan, and the night the principal leaves, a night letter should go out to every man announcing the opening of the contest. The special issue of the house organ is time to reach salesmen a day or so later than the wire. A liberal use of telegrams all through the contest will keep interest alive, and of course a prize of some sort is offered to the man who bags the most business, or gets the highest per cent. of a prearranged quota.

To be a real success the surprise party should be given for a high official in the company, and the Sales Manager should stage it.

New Dealer Contest

The new dealer contest is a sure winner, if you sell direct to the dealer. The plan is to give each salesman a certain number of points for each new dealer called on. If he sells the dealer he gets so many points, if he puts in a window display he gets so many points, if he gets the dealer to circularize a list with your literature he gets so many points, or if he just calls without getting an order, he gets points. The exact number of points to be given in each case depends, of course, on the character of the proposition.

In a case like this where the salesmen get credit for work well done in summer weather it is well to have several prizes in addition to the winner —one for the greatest number of calls on new dealers, another for the greatest number of windows, and another for the highest percentage of sales to calls, etc. The more prizes you have the greater the interest and the bigger the results.

A War Game

This was a contest staged by the Multigraph Sales Company several years ago. War was declared on the "State of Depression." Care was taken to avoid featuring any of the issues of the great war then in progress.

The General Sales Manager as the Chief-of-Staff outlined the "plan of action." The Treasurer, as Chief of the Fiscal Department, the Foreign Sales Manager as Chief of Foreign Legion, and the Advertising Manager as Chief of Ordnance, rendered reports showing the preparations they had made, in the house organ or by bulletins.

Bronze, silver and gold crosses were offered for "Signal Sales Service." The plan of distribution being as follows :

"Ten crosses will be given each month to the ten leading managers and ten to the ten leading salesmen.

"The basis of distribution is as follows: Each division office will be advised by letter the amount of its special quota for June. There will be other special quotas for July and August. These figures are based upon last year's business, recent business and present commercial conditions. No manager will know the quota of another manager.

"The cross will be made in gold, silver and bronze. If a manager or salesman wins a prize one month of the three, he will receive the Bronze Cross. If his name appears among the winners any two months he will receive the Silver Cross. If he is a winner each of the three months he will receive the Gold Cross.

"The cross will indicate the Legion of Honour. It will reflect the salesman's accomplishments during the three summer months of the year.

The "Order of Iron Men" was thus announced.

"At the beginning of this conflict all division managers automatically become generals of their respective divisions.

"All salesmen, whether operating from the division offices or from some other point, become privates

"To win a commission and advance in rank it is necessary to have a certain number of Iron Men (slang for dollars) to your credit. When in command of a number o' Iron Men you will receive your commission, and rank according to the following scale.

Then followed the various army ranks from corporal to major-general, with the respective business required to secure the title, opposite each position.

"At the beginning of each month all salesmen will be reduced to privates and the struggle for advancement must start anew. This should permit each salesman to get a high rank during one month at least.

"Any salesman who fails to get a minimum of $... in business during a month will be considered wounded, crippled, sick, exhausted, etc., and will be sent to the Base Hospital for repairs. He will remain there until he shows evidence of recuperation by getting more than this minimum during a following month.

"Each week will be published a list of those who have been awarded special rank and those who are wounded. A bird's eye view of the State of Depression is given with the following description :

"The State of Depression is a body of land bounded on the south by the River of Doubt. To the north is the well-known Slough of Despond. On the east is the great Advertising Graveyard, of which you may have heard some Pessimistic advertisers speak. On the west is the Black Sea.

"The City of Pessimisto, the scene of our June battle, is the first city in the State of Depression as one approaches from the sunny Southern countries where the Multigraphs and many other happy and prosperous peoples abide.

"It is the smallest of the three cities; Gloomville, which will be attacked in July, and Blufunkton which will be assaulted in August, are both larger and more strongly fortified."

Inset the flag of your forces and those of the State of Depression.

A recruiting blank was enclosed and the men urged to sign and return it under the inspiration of "Your Boss and Company Needs You. '

A view of the city of Pessimisto was shown enclosed by a high wall composed of 100 blocks, each representing a certain amount of business. The entire wall represents the full quota of business the home office sets for June.

Each week an illustration of the city was shown, with the blocks demolished from the wall according to the business billed the preceding week. Therefore, if the month's full quota were obtained by the first of July the whole wall would be down.

The same scheme showing the progress made each week was adopted for the other cities. Thus the field could tell at all times what had been done, and what was yet to be done.

The names of the rank winners were posted each week together with those who were "admitted" to hospital, and at the end of the month the cross winners' names were published. Thus interest was kept strong all through the contest and its enthusiasm was felt all through the fall as well.

Club Memberships

A contest which has proved an all year round success is that in which the salesmen who reach a certain quota during the year become members of the company's club.

A goal is set of say 500 points. Each sale represents so many points based on the gross amount of sales a man should make in the year.

Each man who gains the 500 points becomes a club member which entitled him to a bonus of $50 the first year. If he repeats and secures membership the second year he received $75; the third consecutive year $100; $125 in the fourth, and the fifth consecutive year, $250.

The three reasons for this club are: first, to interest the men financially in the club; second, to *keep* them interested in the club by holding up each year a still larger bonus, and third, to keep the salesmen in the organization.

Membership is based on a full year's passable result plus a sufficient amount of sales to make each salesman a leader.

To win his membership he has to keep on his toes all the year round.

To intensify interest in the club, the officers are "elected" by their sales. The first salesman to win membership becomes President, the second Vice-President, third Treasurer, and fourth Secretary. After these members receive office, the first salesman to win membership in each sales district automatically wins membership on the boards of directors of the club.

Directors' Cup Contest

This is a contest among agencies for a large silver trophy which is awarded each year to the agency showing the greatest efficiency in sales service, collections and team-work. Last year this contest consisted of fourteen separate tests on which various points were awarded. The agency securing the highest average rating is awarded the cup each year at the annual dinner given to the agency managers.

The cup is permanently awarded to the agency which succeeds in placing its name upon the cup three times—not necessarily in succession.

Turkeys for Salesmen

For several years one organization has held a Turkey Contest in the month of November. Every salesman who secured his November quota by the fifteenth of the month was presented with a turkey. Instead of a real turkey being given, an imitation was used, to which was attached a cheque for the amount a turkey would cost.

In addition to the use of prizes for stimulating sales, one wholesale house gives a prize for the most legitimate complaint during the month; the purpose of the contest being to run down flaws in service. If the complaint is not justified the salesman loses 3 points.

There is practically no limit to the variety of contests. "Future Shipment Contests," "Contests for City and Country Salesmen," "100 Case Club Contests," "Contests for Disposing of Slow Moving Lines," "The Fight to the Finish Contest," "Beating Your Best Record Contest," "Hard Hitting Contest," "Billiard Contest," etc.

EFFICIENT SALES MANAGEMENT

Part VI. Sales Records and Statistics

This is the sixth instalment of Mr. Lewis's series of articles analysing the essentials of successful sales organization, and continues the article in last months's Marketing. This subject permits of considerable elaboration, and the endeavor here is to sift it to fundamentals, with a few illustrations to make the analysis clear. Further articles will follow.

By E. St. Elmo Lewis

TO introduce the detail discussed this month it may be well to repeat a bit of what was said in last month's Marketing.

"There are probably seventy per cent. of the records made to-day of no use to any one sixty days after they are made, and most of all records are of no real value to intelligent sales-management at the time they are finished. The sales department's task is to anticipate, cultivate, realize futures. All its records are for the purpose of defining what is in hand to-day as a guide to what can be done to-morrow."

"The sales records, therefore, are predicated on to-day conditions of the minds, hearts and pocket books of the possible customers. Sales efficiency is to be judged, not by increases over last year or last month in volume or net profit, (although those are used as a check-up) but it watches by what per cent. *realization is gaining on opportunity.* There, in that attitude of mind, lies the whole law of the great growth in sales efficiency."

Chart of Reports

On page 208 is shown a chart of organization and list of records and reports to be kept and made by each division in a sales department.

Most of these reports can be compiled from a few master records.

The average sales manager can get along reasonably well with reports, charts, or "graphs" showing by territories, daily:

1. Number of orders sold.
2. Net amount of orders sold.
3. Number of calls made.
4. Average value of each order.

These to be shown in comparison—

(a) With same day last month.
(b) With same month last year.
(c) With year-to-date last year.

With the foregoing, costs are to be shown as follows:

1. Average cost per order, figured on basis of salary, commission.
2. Average cost per call.
3. Average cost per dollar unit of sale.

These costs are to be compared with the average figures,

(a) For year-to-date.
(b) For last year (in certain cases).
(c) For five-year period.

The daily report of product manufactured and of manufacturing orders given, arranged according to units of sale; or, of goods received, ready for shipment, and of goods purchased with dates of delivery. These commodity or merchandise reports are for the purpose of keeping the sales manager informed as to future distribution demands on the sales department.

A record of every dollar of outgo and income is scrupulously kept. In the best organizations a record is kept of all tangible things for which money is paid, but how little record is kept of the effort, thought, and condition of sales and advertising effort, of the trade you expect to get, and of what you should have.

The modern business manager is not content to send a salesman out to sell goods, and leave it to the salesman. The salesman's effort is guided by the analysis of the territory he is to handle. He has a knowledge of the possible and present customers, their buying power, competitive conditions, the personnel of the customers' businesses, the characteristics of the business each does; in other words, he goes armed with a knowledge of his job in all its phases.

Consider the new salesman entering a new territory. Probably he has not even a thorough-going knowledge of his goods, much less a knowledge of "what he is up against."

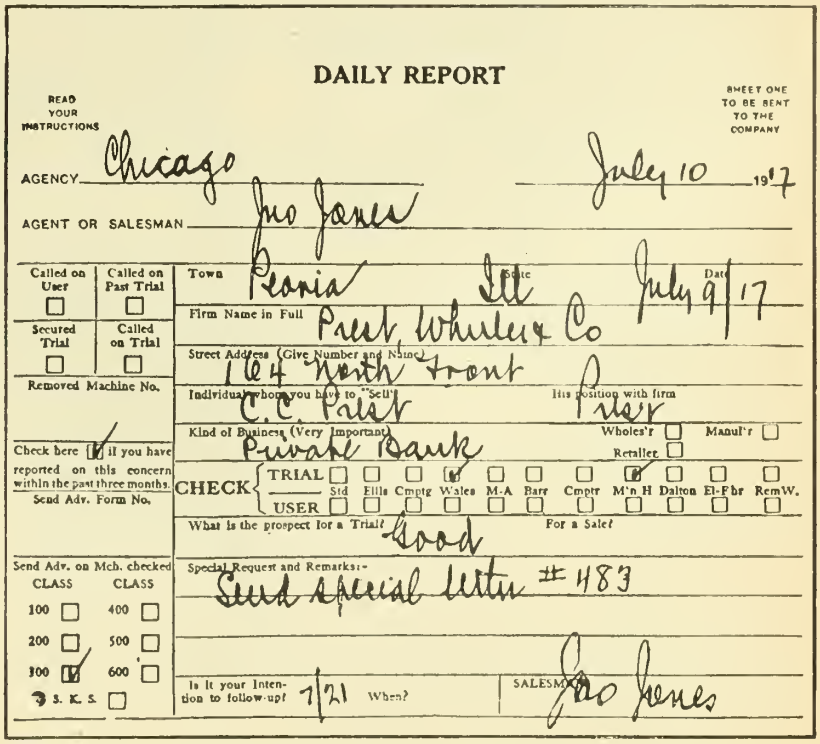
A well known specialty house gives a new man a five weeks' schooling in—

1. The Company's history.
2. The product in its application to various lines of business.
3. Comparative features of Company product and competitive products, advantages and disadvantages.
4. Survey and analysis of territory, to which new man has been assigned; with list of customers, prospects, buying powers, and possibilities.
5. How to use the Company organization when you get into your territory.

The sales manager shows the new man that he knows what the territory contains. He establishes two things in the new man's mind—

1. His authority as a sales manager, because he demonstrates that he knows.
2. He "sells" the new man on the sales-producing-possibilities of the territory.

These two things are necessary to successful sales management. The records immediately usable, make such training possible.



DAILY REPORT

READ YOUR INSTRUCTIONS

SHEET ONE TO BE SENT TO THE COMPANY

AGENCY Chicago July 10 1917

AGENT OR SALESMAN Jno Jones

Called on User ☐ Called on Past Trial ☐ Secured Trial ☐ Called on Trial ☐

Removed Machine No.

Check here ☑ if you have reported on this concern within the past three months.

Send Adv. Form No.

Town Peoria State Ill Date July 9/17

Firm Name in Full Pratt, Whitlex Co

Street Address (Give Number and Name) 164 North Front

Individual whom you have to "Sell" C. C. Pratt His position with firm Pres

Kind of Business (Very Important) Private Bank Wholes'r ☐ Manuf'r ☐ Retailer ☐

CHECK TRIAL ☐ Std ☐ Ellis ☐ Cmptg ☑ Wales ☐ M-A ☐ Barr ☐ Cmptr ☑ M'n H ☐ Dalton ☐ El-Fbr ☐ RemW. ☐
USER ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

What is the prospect for a Trial? Good For a Sale?

Send Adv. on Mch. checked

CLASS		CLASS	
100	☐	400	☐
200	☐	500	☐
300	☑	600	☐
S. K. S.	☐		

Special Request and Remarks:- Send special letter #483

Is it your Intention to follow-up? 7/21 When?

SALESMAN Jno Jones

Form 1. Form of single call report used when departments are required to co-operate with salesmen

Reports from Salesmen

The salesman must be sold on the idea that making reports will get him something. It is almost impossible to get co-operation from commission paid salesmen unless you show them how the reports they send in will help them get larger commission checks. The best way is to make the report a basis of comparative sales effort and to make it a part of your efficiency rating for which the salesman is rewarded.

One concern employing four hundred salesmen increased its reports from an average of 1⅛ per man per day to an average of 4 9-10 per man per day by giving an advertising following up to the prospects reported; an efficiency rating was also given both men and managers. Another concern employing five men, by offering personal letters to reported prospects got an increase of four hundred per cent. in reports.

Of course, where salesmen are paid a weekly salary the reports can be

SALES MANAGER

Comparative Records

Advertising;
- Appropriation—Condition
- Results
- Pieces Distributed

Personnel;
- Hired, Fired and Resigned
- New Men Put to Work
- Sales Schools, Attendance

Sales Promotion;
- General Conditions
- Sales Expense
- Competition Sales
- Company Sales
- Calls
- Standards Costs
- Quota Standing

Records;
- None; absorbed by other divisions

Service;
- Complaints by Lines or Products and Troubles

PERSONAL

Records of Applications.
- Analysis of Individuals Applying;
- Hired, Fired and Resigned.
- Sales School Attendance, with Marks, per cent. make Good, Failures, etc.
- Conventions — Attendance — Programs, etc.
- Territorial Assignments — Qualifications of Men for Territories.
- Sales School Curriculum; Studies Developed and Dropped, with Reasons. Special Lectures, by whom;
- Comments on Same

ADVERTISING

Records of;
1. Conditions of Appropriation.
   (a) Bought and Paid.
   (b) Ordered but not Passed.
   (c) Delivered but not paid for.
   (d) Held for Further Decision.
   Appropriation should be allotted to the several accounts; General Publications; Newspapers; Direct Advertising; Traveling; Investigation (or mediums and names); Co-operation with other Departments (samples of advertising, etc.); Copy writing; Art Work; Stenographers; Clerical Work; Stock Department.
2. Advertising Copy and Art Ideas —progress of work.
3. Rates in Publications.
4. Names of Writers and Artists.
5. Orders for Space, Printed Matter, Engravings, Art Work etc.
6. Advertising Results by Territories, Mediums, Advertisements, Letters, Pieces of Advertising, etc.
7. Lists of Prospects, arranged by Territories, Lines of Business or Interest.
8. Perpetual Inventory Record of Stocks of Advertising and Supplies on Hand.
9. Advertising Used, by Kinds, Mediums, etc.
10. Direct Advertising sent, by Territories, and Piece.
11. Engravings, Electrotypes, Drawings, Photographs, etc.
12. Competitive Advertising.
13. Publicity secured through publication of articles, delivery of specials, or other activities of business or men connected with it.
14. "SALES BULLETIN" editorial.
15. Campaigns—Special Drives for New Business—by name or number.

SALES PROMOTION

Records of;
1. Market Investigations; arranged by territories and by principle divisions of importance, such as—
   (a) Classes of possible buyers.
   (b) Location of possible buyers.
   (c) Buying habits.
   (d) Reading habits.
   (e) Dealers or agency distribution.
   (f) Transportation facilities.
   (g) Attitude of necessary co-operators, i.e., Wholesalers and Retailers, in plan of distribution.
   (h) Principal competitors; their strength.
   (i) Capacity for buying in the Commodity.
   (j) Leading mediums of Advertising.
2. Territorial Analysis; made from standpoint of the history of the business, arranged territorially by lines.
   (a) How much goods have been sold—by years and lines.
   (b) What salesmen have traveled.
   (c) Gross profit.
   (d) What sales expense.
   (e) Proportion going to Competitors; what percentage of the ideal standard set for the company has been obtained.
   (f) Calls and sales by Town and County.
3. Old and New Prospects (in co-operation with Advertising Division).
4. Data Files, in which the Records are kept of the Organized Thought of the Business and Industry.
5. Preliminary and Test-Out Campaigns of Advertising.
6. Decisions Governing Sales.
7. Policies Relative to all Sales Activities.
8. Dealer Cooperation.
9. Tests of the Product—Utility and Technical Tests in the Hands of the User, in order to get the Market Experience.
10. Sales Arguments—Tested material as collected from the field, arranged by lines of business, lines of product, arranged under the divisions of the five steps in the sale—Investigation — Formulation — Approach — Demonstration — Close. These are "standard practice" for guidance of school and field managers.
11. Cost of Operating Salesmen per unit number of prospects in each territory.
12. Standard Costs to Cover Tertories, compared with actual costs.

RECORDING DIVISION

This division acts as an auditing division and does little more than audit the orders as they go through.
- Audit of Salesmen's Expenses.
- Audit of Salaries on Commission accounts.
- Figures the Efficiency of Salesmen, Managers, etc., by
- Standards Determined by the Sales Promotion Department.
- Figures Quota Values of all Orders Received.
- Figures Contest Values of all Orders Received.

SERVICE DIVISION

Records of;
- All machines in Use (in case of machines).
- Complaints, arranged by line, territory and customer.
- Number of machines served, analyzed by typical complaints.

Form 2. This chart shows the functional records of a sales department organized on a basis of close control of the salesman in the field. Many of the records mentioned are consolidated on a single sheet or report, so the cost of operation is comparatively slight. Frequently the functions of two or more divisions may be consolidated.

forced, but the drawing out of the report is preferable.

The report form frequently makes trouble. It is too complicated. Make it simple. Standardize what you want, and ask questions to which a "No" or a "Yes" can be indicated; and in other cases, use "Poor, Good, Very Good," standardizing their significance.

Reports forms can be changed occasionally. It may be necessary to use a special form in a certain territory, to get territorial data about competition, what the prospects are objecting to, what local conditions are, what force certain selling arguments have. The daily report should not be considered merely as a means of checking up the salesmen's activities, it should be the original entry from which many of the comparative reports could be made, and the source of the co-operative work which the sales department should give its men in the field.

The Single Call Report

Form 1 on page 207.

This is the form most used where important departmental co-operation is given.

The Expense—Sales—Call Report

Illustrated by Forms 3, 4 and 5.

This report form gives the detail of the call, the amount of the order and the expenses for the day. This has a good psychological effect on the salesmen. This style of report is particularly good for the concern handling a small sale unit. Although it has been found excellent in a commission paid force, in order to check up the men who are not making money. It gives the Personnel Division an opportunity to aid them.

Weekly Report _____ Salesman _____ Date _____

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
Railroad Fare								
Livery								
Hotel Board								
Hotel Meals								
Bus Fare								
Phones, Wires, etc								
Incidentals								
Total								
Gals. Gas Used								
Mileage								
Calls Made								
Sales Made								
Flour Sold Bbls.								
Feed Sold Tons								
Oats Sold Cases								
Oats Sold Bulk								

FOR ROUTE LIST FOR NEXT WEEK SEE BACK HEREOF

Form 3. One of many forms of expense and sales report. Probably no two sales organization use identically the same form.

Daily Reports.—There are certain things that matter—get these in the report. Do not waste the salesmen's time giving useless detail, personal comments and gossip. If a salesman wants to give that, let him write a letter.

A daily report is for the purpose of—

1. Checking up information about the prospect.
2. Showing where the salesman is.
3. Giving a chance for the house to give him co-operation.

What Will the Public Buy?

The salesman does not know what his public will buy. He sees only they who buy of him. Any analysis of territory shows how superficial the coverage in most business. Only an objective study by independent or outside means can get the truth.

An Ohio town was producing sales of $2,800 a month. Salesman wanted new territory, or increase, because "it was all sold out where he was."

Transferred to new territory.

New man given the Ohio town. First month, investigation; then two weeks of organization, planning, and execution. Ohio town has never fallen below $11,000 a month since, and has averaged $16,000 per month.

A wholesale hardware house in St. Louis on a certain day asks its salesmen to send to its Information Department (the Sales Promotion Division) a statement of the crop con-

Form 4. Another combination daily sales and expense report — this one devised by the White Swan Spices & Cereals Ltd., Toronto. Its use was described in Marketing a year ago.

DAILY REPORT OF SALES — November 25 1917

DEALERS CALLED ON — The name of every dealer called on must be given, together with his address and amount sold	BUYER'S NAME — This must be shown in every instance	TOWN	AMOUNT — If not sold mark "X"	
John Smith	Wm Henderson	Welland	$60	00
George Morrison	Henry Murray	St. Catherine's	40	00
AL SALES FOR DAY			100	00
AL EXPENSES FOR DAY			3	50

John Turner
SALESMAN
report must be mailed every day excepting Sunday

EXPENSE REPORT — November 25 1917

THE FOLLOWING BLANKS MUST BE FILLED IN — Particularly information regarding transportation service, time, etc., as a matter of office record for future use

Breakfast at Welland		50
Dinner at St Catherine's		75
Supper at " "		50
Bed at " "		50
Left Welland at 10 o'clock		
Arrived St Catherine's at 11:30 o'clock		
Fare (by train, boat, livery) (Cancel unnecessary words)	1	10
TOTAL EXPENSES FOR THE DAY	3	50
TOTAL SALES FOR DAY	100	00

John Turner
SALESMAN

X Not sold
— Not called on

Town

1915 Name of Traveler John Turner

No.	Total Amount	Dealers	Nov. 25	Dec. 5	Dec. 15
10	100 00	George Morrison	40 00	X	—

IMPORTANT: A new list must be mailed EVERY WEEK to arrive not later than Tuesday of the week prior to the week of the route given

ROUTE for week ending _____ 191 ____

Date	Day	Town	Hotel — Give name of hotel where you will spend night
	Monday		
	Saturday		

SALESMEN MUST NOT USE THESE COLUMNS

THIS TRIP _____ 191 LAST TRIP _____ 191

Dealers Called on	Dealers Sold	Net Sales	Dealers Called on	Dealers Sold	Net Sales
Totals		$			$

N. B. This is our only record of where we can find you, and you should advise BEFOREHAND of any changes in dates or towns to be called on.
Make note of new towns added or other towns left off since last trip.
Keep a copy for your own record and fill in the sales information at the end of the trip so that you can compare it with the next trip you make.
Any suggestions that may help to improve the business will be appreciated.
A letter from the office about SOMETHING SPECIFIC a few days before your call may help you to land an order. Give us an idea what to write about and we will send you a copy of the letter to the town it is addressed to.

MAKE YOUR REMARKS ON THE BACK.

_____ Representative

White Swan Spices and Cereals, Limited

COLLECTIONS MAILED TO _____ HOTEL

Expenses (per expense report)	$	Expenses (per expense report)	$
Salary for week	$	Salary for week	$
Total salary and expenses	$	Total salary and expenses	$
Percentage of total expenses to sales	$	Percentage of total expenses to sales	$

Salesmen set down daily sales and expense totals on the smaller form shown at the left—printed on the back of his daily expense account. He is required to work out the selling costs and percentage, being reminded that selling expenses should not exceed 10%. The large card underneath is used in the home office to assemble information gleaned from these salesmen's report as received.

ditions, industrial developments, and local business situations in their territories. The questions are prepared so as to anticipate individual bias of the salesmen.

These facts are carefully recorded on town and county records, and colored maps are made of the conditions for the use of the heads of departments, which are then used for guidance in buying and selling.

Another concern, a manufacturer, makes mail investigations as a result of subscription to an analysis bureau, among its customers and its branches and salesmen, and fixes quotas for the next month or longer. The "fundamental quota," as it is called, is fixed each six months, by which the amount of business desired for the period is distributed to the territories. As the monthly "Condition Checkup" shows territories increased or decreased in buying power by crop, industrial, flood, or other special conditions, the quota is shifted from bad to good territory.

Advantages of Call Records

Sales follow calls. President Watson, of the Computing-Tabulating-Recording Co., increased sales by getting his salesmen in the computing division to increase each salesman's calls from an average of 2¼ to 5 per day. President Patterson, of the National Cash Register Co., says: "You must call on a Prospective Purchaser to get the order—therefore, call on a lot of them."

The salesman keeps a record of each prospect, customer, and past customer, time of day he can be seen, what time of the month or season he is in the market. Salesmen waste time waiting to see prospects—a little investigation, for instance, of lunch hours, would save time.

The advantage to the sales manager in a record of calls lies in the ability to found averages and standards for the operation of the men in the field.

He can prove that more calls mean more business. Then he can arrange routes. The Goodyear Tire & Rubber Co., of Akron, Ohio, made a close analysis of territory in Boston, with a view to increasing the time efficiency of the salesmen. The routes were studied, calls scheduled, and the salesmen saw many more prospects and closed more business.

Fifteen companies, in 1916, found out that 18.9 per cent of their payrolls were paid to salesmen who did not last more than a year. The loss of nearly $300,000 a year in one case meant that all the good men were underpaid, which also accounted for some of the resignations.

Records must be kept of men, their performances and peculiarities. Some sales managers are beginning to keep these records, marking up entries as they go along, with the idea that they will compare their experience tables with other sales managers' tables, and thus be able to get some salesmen mortuary tables that will be enlightening. The qualities of a salesman could be standardized. It is surprising how similar are the ratings of a group on one man. By the process of always having at least three members of your organization see a candidate, you can get group ratings on your applicants.

Records must be kept of hirings and firings and great pains taken to analyze causes. Managers who get the habit of hiring and firing should be analyzed for a high cost of selling weakness.

Finally

Those, who, in competitive fields, are getting the highest ratio of sales per opportunity are those who know the most about their territories and its buying powers. Those who are getting the highest production by salesmen are those who are playing averages in selecting men. Those who are thus lowering selling costs are those who make the greatest possible use of recorded data in the formation of their policies, and the guidance of their decisions.

Check for salary and expenses cannot be made until this report has been received at office

Salesman

SALESMEN'S WEEKLY REPORT OF RESULTS

Week Ending

SALES RETAILERS Number		Value	SALES JOBBERS Number		Value	EXPENSES	
	Counter Boxes			Counter Boxes		Salary	
	Packages of 10 ea.			Packages of 10 ea.		Expenses (Total)	
						Show full detail of expenses on other side of this report	
	Total			Total		Total	

TOWNS WORKED	REMARKS
Monday	
Tuesday	
Wednesday	
Thursday	
Friday	
Saturday	

ROUTE LIST FOR NEXT WEEK

	Date	Town	State	Hotel	Remarks
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					
Sunday					
Monday					
Tuesday					
Wednesday					

We shall refer to the above for your mail address during this period
If you should change your route notify us by telegram so that mail will not go astray
Salesman's Name

Form 5. Showing report of sales, and summary of expenses for the week, with route list for week on reverse side. Some sales managers insist on more detail than is afforded by this form, as illustrated in form 4.

C.P.A. May Dissolve

Annual Meeting is Postponed on Account of Unsettled Conditions.

The Annual Meeting of the Canadian Press Association scheduled for June 5th and 6th was postponed because the unsettled conditions, particularly in the Western provinces, made many publishers consider it unwise to be absent from business at this time. No later date has yet been fixed, although it is expected the meeting will be held in Toronto, probably at Exhibition time.

As the time set for the meeting drew near, it began to look as if this would be the last C. P. A. meeting to be held. Several propositions were framed to be brought before the meeting, including the following, which is calculated to throw the fat in the fire:

> Proposed Amendment to the Constitution: "That the Association be dissolved and its charter surrendered or that the present by-laws be repealed and new by-laws be enacted to provide for its continuance as a general association with nominal membership fee, and without paid officers or staff."

The probability is that this would not get sufficient support—if indeed any of the amendments presented will. But the larger dailies seem determined to divorce their interests and activities from those of any general association—and unless a reorganization is effected which makes the C. P. A. little more than a merely nominal organization, these publishers may be expected to withdraw from any connection with it.

Possibly the postponement of the meeting will result in a plan being formulated by which the parent organization will be preserved, with its chief and most expensive activities transferred to the several sections, which would then form their own organizations to serve their special interests. But the dailies will "paddle their own canoe" in future, in any event. And some of those who have been running things with a rather high hand in recent years will probably be less important in the new organization.

D. J. Beatty, advertising manager of the Northern Electric Company, Montreal, is back on the job again, after having served with the 3rd Canadian Siege Battery.

The American Museum of Natural History is advertising its "attractions" in some of the New York newspapers. How few citizens get any benefit from our expensively maintained museums, parks, public libraries, etc., because they are allowed to "forget about them"—if in fact many know such places exist.

POSSIBLE SAVINGS IN PREPARING PRINTING

How delays and waste of material may be minimized, and better quality of work secured, by the use of fore-sight and system in the placing and handling of printing orders.

Written for MARKETING by W. J. HEALY

THE high cost of printing, which still shows no signs of subsiding, is just now the subject of considerable deep thinking among advertising men and buyers of printing in general. Many ingenious ways and means are being devised to keep the cost of catalogues and other printed matter within the bounds of reasonable expenditure, without undue sacrifice of appearance or productiveness. But in spite of all that has so far been done in this direction, the buyer of printing is confronted by the condition that a thousand copies of a catalogue or booklet, of a certain size and definite quality of material and workmanship, costs him considerably more money each year.

In this respect the cost of printing differs from that of many other commodities only in the fact that the increase has possibly not been so great. But the mind of the average man seems to find it more difficult to accept philosophically a large increase in the cost of his printing than it does to accept a still larger increase in the cost of boots, beef-steak or bath-tubs.

Of course, this is due largely to the fact that printing is not such a tangible necessity as many of the more practical articles of every day use. Its value depends very largely upon the manner in which it is used. This brings us down to the bedrock principle on which all profitable discussion of printing problems is founded. And just here it may be worth while to consider the statement recently made, that the present high cost of printing is, to the buyer, a blessing in disguise.

When a thing is cheap, it is, in most cases, valued lightly. Printing that costs little is not weighed, measured, analyzed and criticised as carefully as printing that costs much. And in most cases, much less attention is given to the preparation of it. In the days when hand composition cost the buyer sixty cents an hour, and coated paper could be bought for six cents a pound, the printing of a small folder was such an inexpensive matter that few thought it worth while to spend much time or thought in the planning and preparation of the copy.

But to-day, when the cost of both labor and material is more than double what it was a few years ago, the careful buyer does one or both of two things, —he reduces the quantity of his printed matter or he gives more time and greater care to the preparation of the printing that he uses.

The latter course is undoubtedly the one adopted by the majority of the more enterprising firms, who have found good printing a necessary part of their selling equipment. Those who have to do with the planning and preparation of printing for advertising purposes, and who are looking for practical means of reducing expense without sacrificing quality or effectiveness, may find some of the following ideas and suggestions worth adopting or adapting.

The first and one of the most important steps in the preparation of copy for the printer is to get a clear, definite idea of what you want to print. If it is to be merely a variation of something that you or somebody else has got out before, this is quite easy,—just a matter of changing and adapting. If there is no model to follow, the first thing to do is to make up a dummy. This should be done in every case, whether the job is a simple leaflet or an elaborate catalogue. The first step is to make a very simple dummy to get a rough idea of page size, number of pages, style of folding or binding, general arrangment of matter and of illustrations, if any.

Next to be considered is the color, quality and weight of paper stock. If by means of the rough dummy, you have fixed upon the size and approximate number of pages, you can now have two or more dummies made up with some care, showing different weights, finish and perhaps shades of color. This your printer will be glad to do for you, giving you the advantage of his experience in the use of various grades of paper for similar purposes.

Next you will probably concern yourself with the preparation and general layout of the subject matter and illustrations,—a part of the process that is outside of the scope of this article, which deals only with the mechanical side of the handling of printing jobs.

The methods used in the preparation of copy vary greatly of course with different classes of work. In this article we are assuming that the copy has been prepared, and the aim is to offer suggestions that will lead to greater economy and efficiency in producing the finished job.

Before deciding definitely on page size and size of illustrations, it is best to get a very close idea, or better still an exact knowledge, of the number of pages it will take of the size you have in mind, to accommodate your matter. If you find it is going to run to an odd number of pages, such as 5, 9, 13, 19, 21, etc., or to even numbers which are not a multiple of 4, there are two good ways of overcoming the difficulty. Either condense the matter, to bring it within the number of pages that will print and fold without waste or adopt a slightly larger page size that will accomplish the same object.

This question of fixing upon a page size, and a number of pages that will cut, print and fold without waste, is of the greatest importance in saving expense and time. The grades of paper most commonly used for commercial printing are made in a number of standard sizes, which permit quite a wide variation of page size, number of pages and style of fold. Those who buy a large amount of printing will be well repaid for any amount of time they spend studying this feature.

If you adopt a page size or a number of pages that cut to waste, you are of course paying for this waste paper. If you decide upon, let us say, a 20 page booklet, it will mean printing a 16 page form and a 4 page form, with increased cost of press work, folding and hand inserting. By changing the page size you can probably increase or decrease the pages to a number that will cut without waste, and print and fold in one form, with minimum expense, from standard sized paper.

Illustrating the above points the following table will be found useful,

Table Showing Sizes Cut Without Waste

No.	Page size.		Sheet size	No. of pages	Cover	Paper
1	3¼x 5	cuts from	28x12	8, 16, 32 pp.	*23x29	16 out
2	3¾x 5⅛	" "	32x11	8, 16, 32 pp.	*23x29	13 "
3	3¾x 6⅞	" "	32x11	24 pp.	23x29	11 "
4	4½x 5⅞	" "	25x38	8, 16, 32 pp.	20x28	8 "
5	3⅞x 7¼	" "	33x16	24 pp.	23x29	9 "
6	4 x 9⅛	" "	25x38	24 pp.	20x26	6 "
7	5 x 6⅝	" "	28x12	8, 16, 32 pp.	*23x29	8 "
8	4½x 8	" "	25x38	24 pp.	20x26	6 "
9	5¼x 7⅝	" "	32x11	8, 16, 32 pp.	*23x29	6 "
10	5½x 7⅞	" "	33x16	8, 16, 32 pp.	23x29	6 "
11	5¼x10¼	" "	32x11	24 pp.	23x29	4 "
12	6 x 9⅛	" "	25x38	8, 16, 32 pp.	20x26	4 "
13	6¾x19⅛	" "	28x12	8, 16, 32.	*23x29	4 "
14	7⅜x19⅝	" "	32x11	8, 16, 32.	23x29	3 "
15	8 x11⅛	" "	33x16	8, 16, 32 pp.	23x29	3 "
16	9¼x12⅛	" "	25x38	8, 16 pp.	20x26	2 "

*Will also cut from 22½x28½.

as a suggestion of various page sizes and numbers of pages that will cut, print and fold without waste from standard sizes of commercial paper stock.

Having progressed this far, avoiding all the pitfalls into which the unwary might have fallen, we will assume that you are ready to give the printer instructions to go ahead with the job. Your folder, booklet or catalogue has now taken more or less definite shape, and the details of it have become quite familiar to you. You are now about to hand it over to a man who perhaps knows little or nothing of what you have in mind. He must get all of your ideas clearly enough to enable him, in turn, to hand it over to the various men who will perform the many processes in the production of your job.

For this reason it is well to make your instructions and specifications as complete and at the same time as simple as you know how to make them, no matter how big or how small the job. Unless you do this very carefully, you will often omit some small but important detail which will mean a trip to the printing office or explanation over the telephone, with consequent loss of time. Perhaps, in the absence of instructions on some point, the compositor will use his own judgment with results the opposite of those intended. All this sounds very elementary, no doubt, but it is surprising how many buyers send in copy with very incomplete instructions.

Many firms whose printing orders are large and numerous, have no regular form for ordering printing, but leave the ordering to the man in charge of the department who of course is usually the advertising man. His verbal or written orders are later confirmed by an "official" order from the purchasing department, which very often reaches the printer after the job is in hand or half finished. Such an order is of little use except as an authorization of the expenditure which the printing represents. Its value as a source of useful information to the printer is usually about zero.

Other firms, whose direct advertising and printing generally is among the best, use carefully drawn up order forms that cover the principal points about which the printer needs definite instructions. Herewith is a fairly simple form used by some firms, which may be adapted and made to fit almost any line of business.

If an order something like this is filled out carefully and sent in with each printing job, very little will be left to chance or to fallible human memory. The duplicate copy will be your permanent record of instructions given, the duplicate slip, "Acknowledgment of Order" can be detached and dropped in your "tickler" file for a date a day or two later than that on which you have asked for proofs. When the signed acknowledgment comes back from the printer, indicating that he has complete instructions, cuts, etc., this can be substituted for the duplicate slip in your "tickler," in which it can be kept moving along from day to day or week to week. By making notations on the back of it,—such important items as "date first proof received," "date returned," "date first revise received," "authors alterations in revise," "date final O.K.'d proof returned," etc.,—can be kept account of with very little effort.

ORDER FOR PRINTING

OR ENGRAVING No.....

..... Date.....

Please print/make for .....)

Quantity..... Description.....

Page size ..... No. pages ..... Stock ..... Color.....

Weight ..... Finish ..... Color of Ink.....

Bind..... Cuts.....

..... Proofs wanted .....

When wanted ..... Price $.....

Deliver to

..... Signed.....

ACKNOWLEDGMENT OF ORDER

No.....

(Name of firm ordering printing).....

.....

Your order bearing above number received, and will have our best attention. Proofs will be sent you on or about

.....and if returned promptly, the work should be completed by.....

(Name of Printer)

Date..... Per....

Form of Order for Printing and Engraving

The use of some form such as this will enable a buyer of printing who has several jobs in hand at one time to keep a watchful eye on them all, and with very little tax on his memory or time, to make sure that no job is lagging behind without some good reason.

A frequent source of expense and of misunderstanding between printer and buyer, is the much vexed question of "authors alterations." In a very large percentage of cases, it is a waste of time and money that could easily have been prevented by a little more forethought and a little less haste in getting matter into type. Quite often it is the result of "somebody higher up" insisting on making changes after previously O.K.'d copy has been set up. Occasionally it is quite unavoidable and necessary, owing to price changes, name changes or other alterations that could not be foreseen when original copy was sent to the printers. If it is made quite plain to the "man higher up" that every departure from original copy means added expense and delay, he will probably make his changes and suggestions before the copy is set up, instead of afterward.

It sometimes happens that press proofs of a catalogue or folder have to be submitted for final O.K. to some one in the organization other than the man who has been seeing the job through up to this point. This, of course, must be done after the "make ready" is completed, and means holding a press and one or two men idle from the time the press proof is sent out until it is returned "O.K." or until word is received to go ahead.

I know of one case in which press proofs of a 64 page catalogue had to be submitted to the president of the company, before starting to print. The man responsible for the printing of the catalogue had checked and examined proofs very carefully and knew that everything was absolutely right,—yet the proofs had to be held until the president got back to town,—which meant keeping a large press, pressman and press-feeder idle for two days. This added $30 to the cost of the job—and not a single alteration or suggestion of change, was made in the press proofs.

It very often happens that copy for a printing job is completed before all the cuts are finished. In such cases, if you are in a hurry to get the work out, there is a great temptation to send the copy in and tell the printer to go ahead and get the type set, leaving space for the missing cuts. In about one case out of three, this may be all right, but in the other two cases it will probably not only save no time, but will lead to extra expense and delay in resetting matter to accommodate some of the cuts. This nearly always happens when reading matter has to be run around cuts of irregular shape.

If your printing is being done on a "cost plus" basis,—not on a definite price quotation—a considerable amount of time and money can be saved by sending in copy and cuts complete, so the job will go straight through the plan without delays. A compositor takes a certain amount of time to get the job laid out before him and to get "warmed up" to it. If, when part way through, he has to stop and put the job aside to wait for cuts or more copy, composition cost will always be higher than if the job had gone through without a stop. Of course some delays are unavoidable, but many others are not, and a little foresight will often prevent considerable extra expense and save time as well. Some printing houses make it a rule not to accept copy for any job that is to be done at a stated price, unless copy and cuts are sent in complete at the start.

The best printing you can find today is that put out by firms who make one man completely responsible for the work produced, give him a free hand to place his orders where he can get the best service, and expect him to produce results. Such a man usually has developed efficient methods of his own,—and it is rather for the man whose firm has not yet seen the wisdom of this policy, that the present article is written.

By carefully planning and preparing his copy, cutting waste of material and time to the minimum, and insisting on the best service and quality of work obtainable for the price he is paying, the buyer of printing will get results that will help to place him in a position where his firm will be glad to leave the matter entirely in his hands. He can then produce printing that will not only be a credit to his firm and himself, but that will also be one of the biggest sales producing factors of the organization.

A LETTER FROM FLEET STREET

Insertion of paid advertising as editorial matter causes libel action. Changes in London dailies. Vogue of advertising characters and pictures. First of a series of chatty letters from London.

Written for MARKETING by John C. Kirkwood

A CASE which excited the widest interest in newspaper and advertising circles in London and beyond, was the recent action for libel of Sir Hedley Le Bas against the proprietors of the London Daily Mail—Lord Northcliffe's powerful newspaper of over 1,000,000 circulation. Sir Hedley lost the action and the Press won a victory.

During the currency of the war Sir Hedley Le Bas, knighted because of his success in war-loan advertising, had a series of articles written, some by journalists and authors of note, and arranged for their publication in provincial newspapers, not with any earmarks of advertising, but having the appearance of editorial opinion. The newspapers publishing these Le Bas articles were paid their advertising rates for the space occupied.

When the *Daily Mail* learned the true inwardness of the manner of publishing this series of articles, constituting a veiled attack on Premier Lloyd George and his administration, it said things about Sir Hedley and his methods very hurtful to his pride and very damaging to his reputation. Feeling aggrieved and holding views of his acts and methods quite different from those of the *Daily Mail*, Sir Hedley brought an action for libel against that newspaper. As has been said, he lost his case, whereupon the *Daily Mail* chortled with glee.

The *Daily Mail's* wrath over Sir Hedley's articles was not because of what they said about Lloyd George and his conduct of the Government, but because of their insertion as editorial matter. Perhaps the *Daily Mail* should have held up to odium and scorn the newspapers which published the Le Bas series. But it was the man who conceived the idea of employing the press in this particularly deceptive and ignoble way who became the object of the *Daily Mail's* attack.

An Advertising Agency Involved

Sir Hedley employed a well-known firm of advertising agents to "place," as advertising, his series of articles. When the *Daily Mail* and *The Times* (another Northcliffe newspaper) got the facts, they informed this advertising agency that so long as it continued to associate itself with Sir Hedley Le Bas's campaign they would accept no more business from it. Promptly the agency was brought to heel, being greatly and publicly humiliated. It would be committing commercial suicide to be at perpetual loggerheads with the Northcliffe press.

Advertising Agencies may not also be News Agencies.

In the evidence taken at the trial it came out that the Newspaper Owner's Association—an organization akin to the Canadian Press Association—had, years before, decided to "recognize" no advertising agency which also sold news to publishers. This decision was arrived at when Reuters', the great news agency, began to place advertising, particularly financial advertising, in newspapers. Apparently, and perhaps with reason, the stronger newspapers suspected that Reuters would at times and on occasions sell them "free publicity" material—news or comment related directly or indirectly to the business or interests of Reuters' clients. One feels that the publishers, in taking this stand, did a perfectly correct thing. In Canada a "recognized" advertising agency has lately been under suspicion of supplying the press with news favorable to its clients, and collecting from these clients for its publication. Canadian publishers, individually and collectively, have sought to end the unethical and evil practice of the agency in question—and this bit of Canadian history will lend interest in the Le Bas case to Marketing's readers.

Editor's note: Mr. Kirkwood left Toronto in March last to undertake work of considerable importance for the publicity department of the Federation of British Industries—an organization for the promotion of export trade, in whose membership 16,000 British manufacturers with capital aggregating $25,000,000,000 are represented. We expect to have further letters from him from time to time telling about the happenings in British business and advertising circles of particular interest to Marketing's subscribers.

The Size of London's Newspapers

Because the paper supply in England is once more fairly abundant, there is no longer any necessity for publishing small newspapers. So London's dailies are gradually returning to their pre-war number of pages. They are able to give more newsprint for one penny, twopence and threepence than was given during the period of paper scarcity because of the revenues being obtained from advertising. The *Daily Mail* is now a 10-page newspaper, the *Daily Telegraph* runs 14 to 20 pages, *The Times* has 22 to 24 pages. Weaker morning papers are smaller. *The Daily Express* and the *Daily News* are 8-page evening newspapers; the *Daily Chronicle*, also evening, runs from 8 to 12 pages.

The evening dailies are confessedly lesser in public esteem than are the morning papers, are smaller as a rule in the page size, and are commonly 8-page papers. The *Evening News* is a large-page sheet, in which it is exceptional. The physical character of representative London evening newspapers is indicated by the following:

	No. Pages	No. Cols.	W'th Cols.	D'th Cols.
Pall Mall Gazette.	12	5	2¼″	17¾″
Globe.....	8	6	2″	17½″
Evening News...	8	7	2¼″	21¾″
Westminster.....	10	4	3″	18″
Evening Standard	16	4	2⅝″	15½″

London has now no half-penny dailies. The prevailing price is 1d. *The Morning Post* and *Daily Telegraph* sell for 2d, and the *Times* for 3d. The penny price for some of the former half-penny dailies has been a God-send to them, changing them from money-losing to profitable properties.

Millions from Pennies

The *Daily Mail* is rejoicing over its ability to get 1d. instead of the old half-penny price, and is not likely to go back to ½d. When one reckons the daily revenue from the sale of 1,000,000 at 1d. or 2 cents a copy, it is realized that the extra ½d. counts. Allowing one-third off, the news-agent's discount, it will be seen that the *Daily Mail* now gets $13,333 per day from its circulation, as against half this sum when the price to the public was ½d. This means a *gain* over former circulation revenues of $40,000 per week, or over $2,000,000 a year! It means that the *Daily Mail's* revenue from its circulation alone is $4,000,000 a year.

Then there is the advertising revenue to be considered. The minimum rate is $15 a single column inch, but the larger part of its advertising would average higher. A calculation based on measurements of an average day's issue at present, shows a revenue of 1,000 guineas or $5,000, or $30,000 a week, $1,500,000 a year. The likelihood is that another $1,000,000 a year will be added before long, when the paper gets back to its full pre-war size—14 to 16 pages an issue.

An interesting observation is that the revenue from the sale of papers exceeds by about 270% the revenue from advertising. It means that the daily revenue from both circulation and advertising exceeds $18,000, a good deal more than $105,000 each week, and over five and a quarter million dollars a year.

Britons now Chew Gum

Eight years ago, when I left England for Canada, chewing gum was to be obtained in London in only a few shops. Indeed, I know of only one shop where it was sold. But the war has taught England some new customs and habits and one of them, apparently, is the chewing of gum. Personally I am not glad to see this development, for I have no great pleasure in seeing men and women chewing gum furiously, and often with their mouths open; nor do I find the aroma of spearmint, coming from the mouth of a neighbor in the street car, very delightful.

Now London seems to have acquired the taste for chewing gum, for a London daily carried a full-page advertisement of Adams Spearmint Chewing Gum and Chiclets. The makers, Adams and Beeman's Limited, have a depot in London. The copy of this advertisement says that Adams Spearmint helped "Britain's legions win the war, and now helps her busy millions stick to the big job of repairing the world wreckage." The writer of this copy evidently possesses imagination. Elsewhere in the same newspaper, in its news columns, is more than one reference to the million idle men in Great Britain drawing out-of-work pay. One asks: Can chewing gum set an idle man to work? If it can, then it ought to have a vast sale.

The Vogue of Pelmanism

London's dailies and periodicals are being enriched by the lavish advertising of the Pelman Institute. One infers that the British public has been pretty thoroughly sold "pelmanism." The copy is undeniably clever. One advertisement which I have seen is headed: "Candid Confessions of a Pelmanist" and is written by Sir John Foster Fraser. When a commercial enterprise can get knights to write the copy for its advertisements, and have them sign the copy, it has achieved something. When I left Toronto, Pelman copy was appearing in column spaces in Toronto dailies. Arguing from the development in London, full-page spaces may be looked for before the campaign comes to an end—if it ever does.

First Person Advertising

The curious reader of advertisements in London perceives some types of copy with which Canadians are not so familiar. Some of the copy writers use the first personal pronoun, not always as representing the advertiser, but as representing themselves. The following, for example, is from the advertisement of a firm of oculists:

"I don't know what's in your mind .....I may be beating the air..... At this juncture I have to speak for you as well as myself.....it seems to me a very clear indication that the Bloom methods, etc., etc.

This advertisement is not of the "reader" type—just an ordinary displayed advertisement.

The Created Human Character Illustration

The Dunlop Rubber Company is using a drawing of Mr. Dunlop as an eye-catcher, and is making Mr. Dunlop say things in the first person singular concerning Dunlop products. Doubtless this idea is a success, for I have heard discussions about Mr. Dunlop and the Dunlop advertising. Another advertiser to use a character illustration of similar sort is Lewis Berger & Sons, paint makers. They have created "Mr. Berger," presumably the founder of the business. He is presented in the dandified attire of 1760. In this connection, one recalls the familiar and pleasing "Jonny Walker" whose sprightly figure I have not been seeing in daily newspapers or on hoardings since returning to London.

The Revival of Advertising

Not a few of the advertisements one sees these times are announcements of

I AM a manufacturer who puts his good name and his hopes of future business behind each tyre he sells. I ask for a fair trial and an impartial verdict on my product. I seek no protection from my customers behind a mileage guarantee.

That's how I sell Dunlop solid rubber tyres and that's why Dunlop solid tyres have attained their pre-eminence.

Dunlop

DUNLOP RUBBER CO., LTD.,
Licensees of the Dunlop Tyre Industry, Fort Mills, Aston Cross, BIRMINGHAM
DUNLOP SOLID RUBBER TYRE FITTING DEPOTS: Belfast, Birmingham, Bristol, Coventry, Dublin, Glasgow, Leeds, Liverpool, London, Manchester, Newcastle-on-Tyne, Norwich, Nottingham.
Dunlop solid rubber tyres are obtainable from all leading motor dealers.

Are you playing a DUNLOP GOLF BALL?

ability to supply merchandise not available in abundant quantity or generally during war years. Thus firms serving the wants and needs of motorists are back in the public press with advertising, since the ban on motoring has been lifted. Bovril Ltd., announces that it is now able to supply the demand, since the shortage in bottles is being overcome; it announces also that it did not "profiteer."

To Painters & Decorators

"Mr. Berger" made his colours in London in 1760.

NEVER was such need for *good* paint—to stop decay in buildings which have come through four paintless years, and to reduce the public's repair bill by giving longest life to new buildings.

Property owners no longer want cheapness—they want freedom from frequent repairs. They know that paint accounts for only one third of the painting bill—that labour costs the same whether the paint applied protects for one year or five years—and that therefore *good* paint saves them money.

The only way Decorators can satisfy clients is to give utmost durability by using paints which do justice to their craftsmanship.

There is a Berger Paint for every paintable surface—each is the best that 159 years of colour-making experience can produce—each must uphold Berger reputation, thereby guaranteeing satisfaction.

Colour patterns and particulars of Decorators' materials sent to bona-fide Decorators on request to any Berger agent, or to:

Lewis Berger & Sons, Ltd.,
Makers of Matone (flat oil paint) and Enamelac (white enamel),
HOMERTON, LONDON, E. 9.
Branches—Liverpool, Paris, Durban, Cape Town, Bombay, Calcutta, Shanghai, Sydney, Buenos Aires.

Berger Paints

COLOURS—PAINTS—ENAMELS—VARNISHES.

Decorators without studio facilities are invited to make free use of Berger Decorative Service, which will prepare colour schemes to specification for submission to clients when estimating.

Carpets and rugs are other things now available in free supply. The *Times* advertises that it is able to accept all the classified advertising which may be sent to it. Newsprint is another commodity advertised in a daily newspaper recently.

Classified Advertising

Both the *Times* and the *Daily Telegraph* carry an amazing quantity of classified advertising, whereas this kind of advertising is greatly lacking in the penny dailies, both morning and evening. In a non-selected issue of the *Times* I find 35 columns of classified advertising, and in the *Daily Telegraph*, 53 columns. Some papers which aforetime carried a goodly amount of classified advertising had to drop this type of advertisement when the paper scarcity made it practically impossible to carry it.

The Selfridge Advertising

It is about ten years ago that Gordon Selfridge, a former Marshall Field partner, opened his since famous store in Oxford Street, midway between Oxford Circus and Marble Arch. Many predicted his speedy failure, and many competitors, it may be believed, wished him to fail. His department store was and is, architecturally, by long odds London's finest store of its class. In comparison with department stores in America, that is, stores of the first rank, the original Selfridge premises are not very large.

To-day Selfridge shops cover an entire block. The frontage on Oxford Street is quite three times that of the original building. The shops in the extension are, however, small and nondescript and low. It is the intention, I understand, to replace them with a new structure, to be patterned after the original Selfridge building; and when this development takes place Selfridge's will have superb premises.

Not only has Selfridge's growth taken in adjacent shops, but has crossed the street, and taken possession of a great building immediately opposite which houses the Provisions Department.

The Selfridge advertising appears in several of the London newspapers in only moderately bold spaces. The largest single Selfridge advertisement I have seen occupied only half a page. Selfridge advertising is of the familiar English type of draper's advertising—close set, with much small type. Typographically, and in matters of illustration and display treatment, it excels the advertising of Harrod's, Whitley's, Barker's, Peter Robinson's and other large London draper's and stores. But the Selfridge advertising does not appear daily in each paper used and has no fixed position, such as the T. Eaton Co. has in the Toronto dailies.

A particular, unusual and remarkable type of advertisement put out by Selfridge is the "Calisthenes" series. This is set, and written, like a contributed article, in highly favored pages and in striking positions on these pages. This "Calisthenes" series appears daily in several London newspapers and always in first positions. The copy is chatty and intimate in character and exceedingly readable. It is the talk of London.

Some of the headings are: "The Scent of the Lilies;" "Why Not Read

(*Continued on page 224*)

THE MONTH'S ADVERTISING

A review of the more noteworthy advertisements appearing in Canadian mediums, as a record of advertising activities and tendencies.

By Observer

MUCH advertising, to be successful, requires a constant striving after something new. A new "line of talk," a striking effect in illustration, a different style of display, a change in the size or shape—certainly in the appearance — of the advertisement, seems necessary to attract new interest and make a fresh impression.

"The things we see every day, we don't see" is something Herbert N. Casson said in one of his brilliant addresses which has stuck in our mind. We think of it every once in a while, and wonder if many people ever read

or pay attention to many of the bank and other advertisements which appear day after day and week after week, each one looking quite the same as the last one, and perhaps reading the same, too. They are in a standard size space, in a standard style of setting and never seem to say anything new enough to attract attention in papers full of news. And nearly all the banks seem to use about the same size space, set in what seems to have been established as bank style—and it's a dreary sort of monotone they sing. If Casson's axiom is to measure, their value is close to nil, for we get so used to seeing them that we don't see them—meaning, of course, that they soon lose any power of making an impression.

Once in a while one of them breaks into print with something new—new-looking, at any rate—and naturally it gets our attention. New things have a way of doing that. An example is the current advertising of the Bank of Toronto, which is different from the monotonous run of bank advertising, in size and shape, and in typography, also by reason of its illustrations. And it really talks something more than smooth-sounding nothings about savings and bank service. Evidently it represents a deliberate attempt to interest some new customers. It has often seemed that the only reason some banks advertise is to prove they can

afford it, because, really you know, it would be beneath their dignity, perhaps unethical, to actually ask anyone to do business with them. So they contract for a fixed space so many times a week in most all the papers where they have branches, and then fight shy of anything which might suggest to their brother-bankers that they were getting any new business.

This new advertising of the Bank of Toronto does not belong in that class. Rather it makes us hopeful that a new day has dawned in financial advertising. There are other indications to encourage that belief—and we look for more of them.

The current advertising of Dominion Shotgun Shells is smart and sensible looking—and is another after-the-war advertising revival. During the war shooters were doubtless supposed to be after the big game, and if we felt

any disposition to acquire the habit or indulge in the sport there was plenty of other advertising to remind us where to exercise it. Such advertising as this "Join the Crowd at the Gun Club" would therefore have sounded out of place and out of tune with the times. But now, "Dominion" advertising reappears, and doubtless to a much more responsive audience. It is a splendid example of effective newspaper illustration and display.

Metal roofing was also little advertised during war-time, because there was more urgent need of metal for other purposes. But now the metal roofing people are staging a strong come-back, in another of the co-operative campaigns which seem to be having such a vogue. Big advertisements have been appearing in the farm papers during the past month—a typical piece

of copy is reproduced—the value of metal as a roofing material being argued at some length. The point is made that metal roofs do not require painting—while alongside some of these advertisements as they appeared in the farm papers were the ads. of the paint makers, arguing the need of paint as a preservative of metal. A little co-operation between the metal roofing and paint interests would appear to be in order.

Lawn hose has been advertised before, but not so extensively that you may be excused for thinking otherwise. Hose has been "just hose" and probably most people still fail to think of any one kind as better than another, unless a difference in price suggests it. But the advertising of Goodyear Cord Hose should change this condition, if persisted in—especially if it assures a spray such as is shown coming out of the nozzle in the illustration in the advertisement which is reproduced. It looks like good copy, nevertheless—except for the oversight in not putting in the price, which in this advertisement appeared as 00c. a foot. Note how much more readable it is made by setting the text in two columns. Many advertisements suffer in readability by reason of too long lines of type matter. The association of the product with the better-known Goodyear Tires is cleverly suggested by the part of the motor-car worked into the illustration quite incidentally.

The advertisement of Ingersoll Watches is one of a series run in connection with "Ingersoll Week" in Canada. This is a plan which is followed by many long-advertised lines to gain special attention. A special advertising campaign is planned, and a determined drive is made by the sales force to get window displays in retail store windows during the "Week"—all with an object which is the easier gained by making it somewhat of an event. Isn't it easier to get something done when you fix a special time for doing it? That's the idea of a "Week" and there is good reason to believe it works. It did in the Ingersoll instance, at any rate, if dealers all over the country rose to the occasion as well as the stores we happen to pass. Many of the newspapers seem to have found it impossible to do justice to the advertising plates furnished. A few of the Ingersoll Week ads. we saw were

decidedly weak, as they appeared in the papers. Some of them had a grey background back of the type inside the triangle in the copy reproduced, for example, which made it difficult, if possible, to read it. It might have been better had the artists been on strike while this copy was being prepared.

The campaign of the Soldier's Settlement Board is further evidence if any is needed, of the logic of using advertising space to promote Government projects. It also illustrates the advantage of placing these campaigns under the direction of a skilled advertising agency. Compare the advertisement reproduced with copy placed

in the papers by Government departments—some advertisements seeking recruits for the permanent forces now running, for example. Most people we think would overlook the recruiting ads. set as they are in small space and fine 6-point type—nothing to attract the eye, gain attention or play up the strong points of the appeal. Want ads. would doubtless prove more effective. Display advertisements, competently handled, such as these "Farm Loans for Soldiers" ads. undoubtedly prove best.

"Soft Coal Fumes" are an argument for painting—though it perhaps won't occur to you at first glance at this advertisement of the Winnipeg master painters. It looks more like an ad. for coal. Nevertheless, it is a commendable effort on the part of the painters of Winnipeg to co-operate with the paint-makers "Save-the-Surface" campaign. The slogan would have been better used in the ribbon form in which it appears in the co-operative paint campaign—while an illustration showing painters at work, and text arguing the importance of employing skilled help in applying paint, would have strengthened the advertisement.

For a firm which has done, and is doing, as much good advertising as the Cowan Company, a few recent pieces of copy prove distinctly disappointing. The word "mess", we think, is necessarily applied to some-

Twenty-six of the leading national advertisers of Canada and the United States have bought seventy-three full pages of quadra or tri-color advertising in CANADIAN HOME JOURNAL for nineteen-nineteen.

So great is the demand for color pages in the CANADIAN HOME JOURNAL that we have been forced to open up new color forms in issues now sold out.

Color pages of advertising afford the best known method of advertising for those desiring to impress upon the public the color, form and style of package or goods. From front cover to back page, color pages dominate a magazine.

CANADIAN HOME JOURNAL
71 Richmond Street West
Toronto, Canada

PHOTOGRAVURE

The splendid and unusual effects obtained by the Photogravure process of printing will undoubtedly make photogravure pages of advertising just as attractive, and as much in demand as are color pages now in CANADIAN HOME JOURNAL.

The Photogravure section of CANADIAN HOME JOURNAL is one of the most attractive parts of the magazine from the reader's standpoint. Pictures of unusual interest cause a person to turn first to the picture section of the magazine. Advertising pages in the Photogravure section will usually be seen more frequently than pages in black and white in other sections of the magazine. The result should make Photogravure pages one of the most profitable methods of advertising in Canada.

We will be pleased to give further information on the use of Photogravure to advertisers desiring to adopt this method of advertising.

CANADIAN HOME JOURNAL
71 Richmond Street West
Toronto, Canada

one's nightmare as worked out on paper in the eartoon reproduced. It is diffieult to conceive anyone with so many good advertisements to their eredit passing poorly designed, poorly executed copy such as this as a good enough advertisement for a good produet—if good enough for anything. We know of some publishers who are partieular about the appearanee of their papers who would insist on something better than this. Several other recent Cowan advertisements, similar in style, were almost as far removed from the usual eharaeter of Cowan advertising.

Note by way of eontrast another food advertisement—that of Rose Ham—which appeared in the papers just before the holiday. Don't you think it would attraet attention deeidedly more favorable to the produet advertised? This advertisement is so good that it hardly needed as big spaee as was used (it was six eolumns wide in the original). In four-eolumn size it would, we think, have been equally as effeetive—permitting another insertion of the same size at no greater eost than the one six-column insertion. And two ads. should be better than one when each is big enough, and as good copy as this.

Two other big food advertisements must have attraeted a great deal of attention during the past month—both of them featuring canned fish. We reproduce them, because they are new advertisers, and worthy of note from a copy standpoint. For our purpose is not to eritieize nor commend eopy so much as to hold the mirror up to advertising appearing in the papers during the month whieh for any reason seems to invite special eomment. Certainly the whale advertisement—and it was a whale of an advertisement—is new, novel and out-of-the-ordinary enough to merit attention. We are very eurious as to how this new produet will take—and think it will require more than one big advertisement to convinee us that this is something we really ought to try. But perhaps whales sound more appetizing to other folks. And it may be that sufficient other advertising will follow. People are not so easily won over, particularly to a food—and a new food at that—that one or two big splashes ean do the triek. Sampling at the store-booths would be a big help in introdueing this artiele, which we hope will be a whale of a success. The Chicken Haddie advertisement is from a Western paper, and is one of the first advertisements we reeall ever having seen in Canada for a canned fish. They may get away with the talk about it being *new*—despite the faet that canned haddies have long been favored in many homes of our acquaintance. Douhtless there are many homes, however, where it is a stranger—and more of this kind of advertising will tend to correet that eondition.

McClary's, one of Canada's oldest and biggest advertisers are out with a new series of advertisements, along different lines than any we recall having seen in the past. It is what has been described as institutional eopy, and one of several advertisements along this line already run is reprodueed.

It is only a long-established institution like McClary's whieh can justify this kind of advertising—which is good for that very reason. The illustrative and typographieal treatment is in keeping with the idea baek of the eopy, which is to emphasize the policies and traditions which have been responsible for the growth of the business to its present-day standing. It has the additional advantage of being "something different."

GLOBE INAUGURATES TRADE AID SERVICE

The Retail Merchant's Globe, "First Paper of Its Kind in Canada," to work for better co-operation between retailer and advertiser

ONE of the most interesting developments in Canadian advertising in many a day is the plan of the Toronto *Globe* to promote the interests of advertisers among the retailers in its field. Work of similar character has heen carried on by various magazines for some years past, and within the past year or two some of the leading U.S. dailies have begun the publication of what might be described as "house organs" for retailers.

The *Globe* is first among the dailies in Canada to adopt the idea. "The Retail Merehant's *Globe*" was sprung upon the unsuspecting advertising public under the date of May 17th, and seems to have registered a real hit. It is a four-page newspaper, same size and typographieal style as The *Globe* itself. Numerous artieles deseribe the plans, policies and advertising aetivities of firms whose branded lines are handled by retailers, sueh as Carnation Milk, Bob Long Overalls, Mazola, Chiclets. There are other articles on trade conditions, retail selling methods, and relating to the Retail Merchant's Assoeiation; also announcements of several prize eontests, including one for stories of sueeessful co-operation by retail merehants with advertising manufaeturers.

It is announeed that the Retail Merehants *Globe* will be published monthly and distributed free to 5,000 retail storekeepers in Ontario. Special eonsideration will be given to articles dealing with selling and advertising plans of manufacturers and the outstanding features of manufacturing and of prodnets which are advertised, telling of efforts whieh manufacturers are making to ereate new markets, or develop old ones. It is explained that the Retail Merchant's *Globe* is not designed to take the place of any "trade paper." Rather it will provide a form of legitimate eo-operation which most advertisers will welcome—and whieh they will undoubtedly appreeiate. That it will add greater power to an already strong advertising medium will be generally reeognized.

Marketing and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 20 cents.

ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 6 JUNE, 1919

FREE PUBLICITY BOOSTERS

Some remarks we made a few months ago about free publicity and the Canadian Press Association naturally occasioned comment by advertisers who have suffered the scorn and ridicule of a "C. P. A. Confidential Bulletin to Members" exposing their efforts to secure the publication of news matter in the reading columns of Canadian newspapers.

These exposures of "free publicity" seekers appear to be very popular in some quarters. We have heard of them serving as good tips for the solicitation of a little advertising. We have also heard it suggested by publishers that the C. P. A. might well devote its energies to more work of a constructive nature.

It is alright to argue that advertisers and advertising agents should not ask the insertion of these reading notices. But are we to take it that publishers are such a lot of simpletons that they must be warned every time these pirates of the reading columns show a head? Only the advertiser's ill-will is gained by such means. What is needed is a little more exposure of the publishers who publish this free stuff and make other weak-kneed concessions.

Advertisers will want such favors, and advertising agents are obliged to ask for them, as long as newspapers will grant them. The criticism, if any is being handed out, should be directed, not at those who ask, but at those who encourage such practices. Such requests would soon die a natural death if they proved fruitless.

The head of a large agency once told of a client, a large advertiser of oils and gasoline, who found it hard to understand why the publishers' association made so much ado about these requests to publish reading matter, when so many of them publish column after column of free puffery about automobiles. If the newspapers felt it their duty to publish news articles about automobiles as a means of educating their readers, he did not see why the readers should not also be educated at the newspaper's own expense with reference to gasoline or tires, because none of the cars would give very good service to its owners without these essentials.

The publisher who will not, under any circumstances or conditions, grant rebates, discounts or concessions in any shape or form—and there are some of them—is to be commended. But it does not follow that the Advertiser or agency seeking them should be condemned as violators of the publishers' virtue. Little wonder that advertisers look upon these bulletin "exposures" as ludicrous, or what has been described as "associational asininity."

You can double your capital without borrowing. How? By selling goods twice as quickly.

THE CLASS STRUGGLE

"Don't you believe in the class struggle?" asked a man at one of my recent meetings.

"No," I replied. "Not in the Marxian sense, that workers must struggle against their employers.

"That is a German theory and one of the most dangerous and absurd theories that this world was ever cursed with.

"But I do believe in a class struggle between the class of *Producers* on the one hand, and the class of *Parasites* on the other.

"*Labour and capital belong to the same class.* They are co-workers. They are partners in production.

"They must combine against the plundering classes—the bureaucrats—the politicians—the lawyers—the schemers and do-nothings of every sort.

"If I were a dog, for instance, I would not believe in fighting my fellow dogs. I would try to get all the dogs to combine and *fight fleas.*"—*Herbert N. Casson.*

"Still life" deadens many a catalogue and advertisement. It takes "action" illustrations to stimulate interest and get action.

DOES GROCER OR CONSUMER DECIDE?

The editor of the Canadian Grocer replies to an editorial in last month's MARKETING under "Autocrat or Automat," and we are glad to give space to his arguments. Substantially they are :

1. That the R.M.A. (retailers' own) brand of tea was not a success because retailers were not sold on the line.

2. That retailers handle nationally advertised goods because they believe these goods have the quality back of them, and have reputable manufacturers back of them.

3. That a grocer cannot stock all the various brands of any one line of goods, and therefor selects one and pushes it.

We know nothing about the quality of the R.M.A. brand of tea. And doubtless the reason retailers were not "sold" on it was because the public generally knew nothing about its quality. Few retailers would quibble much about the quality if their customers wanted it. We have heard retailers knock certain lines, but handle them nevertheless, "because many of our customers seem to want them."

We did not state that grocers stock such goods as Heinz, Kellogg and similar well-known lines "because they were nationally advertised." Nor do we believe dealers stock them" because they believe these goods have the quality"—although not doubting they hold such a belief. Any dealer with any sense is constantly trying to keep in stock the goods his customers want and are satisfied with—let the quality suit *them*, what does he care so long as "the customer's satisfied." Dealers are favorable to these goods because there is an established and dependable sale for them—how or why that demand exists is of secondary interest.

It is argued that the grocer decides which brands he will sell, not the consumer, and that grocers stock largely the brands that show the largest sale, which proves that after all saleability is the deciding factor.

Advertised goods must stand or fall on their merits, alike with non-advertised lines. But the consumer is the final arbiter of those merits, the retailer's belief in quality notwithstanding. Advertising direct to the consumer makes the merit known, and in repeated instances has overcome the antagonism of dealers who thought they "could sell anything they wanted to," as the Canadian Grocer has repeatedly contended. Good advertising of a good article, persisted in, will remove the resistance of most dealers, and overcome the indifference of most consumers, to the manufacturers', retailers' and consumers' advantage.

The dealers best bet is to satisfy the demands and *meet the preferences* of his customers. That is why he carries several brands of flour, rolled oats, marmalade, breakfast foods, tea, jellies, pickles, etc., all stocked because they are found to be saleable, rather than because of any conviction as to their superior quality. And most of them would put in another line of any one of them to-morrow if convinced that his customers were going to want it.

The grocers is a friend of steadily-advertised lines because he doesn't have to work to sell them. He'll stock anything, if enough of his customers want it. Tests as to the percentage of people "demanding" this or that by name are unconvincing. The grocer's display shelves tell the story. Goods he has been sold on "quality" or "price" require too much pushing and stick around too long. Goods which have been sold to the public—even though there be little like a clamoring or insistent demand for them—nevertheless move easiest and oftenest. And that's of chief interest to Mr. Grocer, isn't it?

WHAT DO YOU DO

When you see an advertisement which you believe to be of the kind which should not be published, either because it is untrue or because it sounds untrue or deceptive or is in any manner destructive of public confidence, what do you do?

Such advertisements will be unable to secure space in any reputable publication only when sufficient reputable advertisers persist in objecting to being associated with those who use advertising to exploit the public.

If you are forced to keep undesirable company in the public press it is only because you permit it. If you object, say so, at every opportunity. And if you are really in earnest you will give special consideration to those publications whose policy is in accord with what you contend is right, and who refuse to accept such advertising. We have heard of advertisers who condemn newspapers for carrying certain advertising considered "objectionable"—yet continue to use these newspapers to the exclusion of others which do not carry advertising of the character complained of. This sort of thing has done more to hold up a general clean-up than anything else.

If you object to objectionable advertising show it when you place your advertising. And persist in your objections, at every opportunity, so long as you can justify their reasonableness.

THIS YEAR'S BIGGEST BUYERS

There is every indication that from a purchasing standpoint the farmers of Canada this year will break all records, Hardware and Metal argues. With the markets that have been open to them for several years, and the prices that have prevailed and are still effective, the agriculturists are now to be reckoned in the very best class of buyers in the Dominion. They have always afforded one of the largest markets, and now are one of the best. They have the money and want the goods, the best there are, regardless of price.

Have you figured the farmer in your sales plans at his full value? Do you appreciate that farm families represent half the consumers in Canada? City trade is, perhaps, easiest to cultivate—but is therefor most competed for. Consider the farmer. He is now a buyer of much "big-town" merchandise. It may mean opening new channels, but big business is to be gained by those who go after it.

PRINTING PRICES GO UP

The new wage scale in the printing trade, going into effect this month, will mean an average increase in the cost of printing of at least 30%—some jobs more, some perhaps less.

Much of this increase can be offset with more care in the planning of your printed matter, in the preparation of the copy, and in keeping the quantities ordered down to minimum requirements. Two-thirds the expense of the average job of printing represents *time*—and anything you can do to lessen the time required to put your job through the shop means a very real money saving. Painstaking layout of copy, having cuts ready before type is set, doing all editing before sending copy to printer—avoiding "author's corections"—can save many a dollar.

This has become an urgent necessity if you would justify your competence to prepare printer matter.

The Prosperity of Canada I

THE great grain and grazing areas stabilizes the finances of the Domi than any other agriculturists in the stuffs assures a great demand at high opportunity to establish themselves and c crops and prices being wonderfully good.

All Canada—in war or peace—is intens interested in the western crop. Financi manufacturers, and business men base th plans on western conditions. Right now position of western agriculture is stronger th it has ever been. Fitted for the task of devel ment through a training of hardship the farm are broadening their acres, improving th homes, and enjoying more of the comforts life. Farming has come into its own.

The wonderful wealth that has poured i the west has been turned back into the a cultural industry and to-day greater product than ever calls for more machinery, to food, clothing, fencing, paint, automobiles, e etc., and everything that goes to incre efficiency and provide comfort. It is a tim expansion. These far-visioned men of prairies are aggressive. In their own field t are supreme and having confidence in t strength are facing the future with big pl for big things. Fortunately they have means with which to succeed. Huge sums

Full inforn all of the

The Farm

Nor'-West Farmer
(Semi-Monthly) Winnipeg,
Member A B C.

Gr

ɔends on the Western Crop

vest are the source of an enormous production which maintains Canadian credit and rom the great Lakes to the Rockies a vast army of farmers—producing more per man -are now engaged in the great task of producing the 1919 crop. The world shortage of food d the widespread unrest of to-day but spurs them to greater efforts. This is their te their gains. To-day the western farmer is everlastingly at it with prospects of both

the hands of the western farmers waiting for tribution to the merchandiser who can give most value for a dollar.

The farmers are the only class in the nation t faces the future with security. Industrial rest, peace problems, international relations, d many other factors and influences deter ner sections from progress. While others tight the farmers seize the opportunity d progress. They are now able to do this. ur years of high prices have placed them on eir feet. They are the only stabilizing ment in the community and the manufacturer o overlooks this market, overlooks the most lden of opportunities.

Right now is the time to get in the sledge-mmer blows of publicity. With spring seeding ne and the summer respite at hand the mer takes stock of things and plans not only the harvest but for the year. The bulk of provements must be made in this season and farmers naturally employ in their work those products on which they have been sold by convincing publicity. They have time to read and investigate. In the busy season they will buy those articles which they have been impressed with in leisure reading. They are open to conviction right now.

The Farm Papers of Western Canada offer the most effective means of publicity in this field. No other media or methods approach them from either the standpoint of effectiveness or cost. They cover the entire field with a combined circulation of 200,000. Outstanding in news and editorial departments they are the business adviser and guide of the farmer. From them he learns new methods, gleans general information and chooses his purchases. The wonderful advertising gains of these papers prove their effectiveness in producing business. Any of them will be pleased to submit a list of advertisers, including all branches of industry, who find that they do produce results from the farm field.

to circulation, rates, etc., may be obtained from any or sted herewith or from any recognized advertising agency.

pers of Western Canada

s' Guide
nnipeg,
.B.C.

Farmers' Advocate
(Weekly) Winnipeg,
Member A.B.C.

Canadian Thresherman and Farmer
(Monthly) Winnipeg,
Member A.B.C.

AROMINTS

Ever taste them?——

They're dandy! Perhaps you have noticed full pages in the Saturday Evening Post advertising "Aromints."

We consider it a tribute to the efficiency of N-P service that this agency has been chosen to conduct the "Aromints" campaign for Canada.

New copy, prepared by this agency will soon be appearing in Canadian publications.

It is admittedly difficult to advertise a "service" without seeming lack of modesty.

But you'll agree that continuous growth, and a capacity to hold accounts for many years, constitute pretty strong evidence of an advertising agency's efficiency.

Our list of clients furnishes evidence of this convincing character.

"It's All in the Service"

NORRIS-PATTERSON

LIMITED

ADVERTISING AGENCY

10 EAST ADELAIDE STREET TORONTO

TELEPHONE MAIN 6646

(*Continued from page 214*)

The Advertisements?" "Try It;" "We Specialize in Boys' Clothing;" "Every one Expects Something New For Easter;" "Why I Shop At Selfridge's." "Calisthenes," it may be explained, is the penname of the writer of the series, a man I happen to know quite well, he being an old associate on the *Daily Mail*. For years he has been writing a daily article of from 1,000 to 1,500 words in length. It means a daily interview with department heads or the advertising manager, on top of much other work.

The Vogue of Pictures

A thing that rather startled me was the back page of the *Daily Mail*. I had expected to see advertising there, but lo! I found only pictures. The *Daily News* also carries pictures on its back page, but not a full page of them. The pictures are, of course, news pictures, and are, beyond a doubt, greatly liked by readers of these papers. It takes courage to use the back page of a daily newspaper for news material. The suggestion that the back page should be taken away from the advertising or business manager of the majority of Canadian and American dailies, might cost the bold editor his job, or else lead to his being sent to an alienist.

Picture papers, daily and Sunday, have multiplied—those using news print, I mean. Picture papers of the periodical type have also multiplied in number, several of them having rotogravure sections: but no London daily has pictorial supplements in rotogravure after the style of the *New York Times*, for example.

British Government has a Picture Paper

I had been at my new work only two days when a British officer called to solicit my interest in a pictorial paper being published by the British Government. The editor-business-manager knows Near-East and Farther-East peoples as he knows the people of the British Isles and can speak, read and write no end of Eastern tongues. He was brought home by Lord Kitchener to edit the Government's propagandist pictorial weekly.

This weekly is printed by the rotogravure process and is excellently done. It is produced in quite half a dozen Eastern languages, including Russian. During the war its mission was to persuade Turks, Arabs, Egyptians, East Indians and other peoples, of Britain's might and preparedness. Since almost 100% of those it was sought to reach through this publication are illiterate, the appeal had to be through the picture. Brief inscriptions below each picture convey the particular point of view which the British Government wished to impress.

During the war copies of this picture-paper were distributed among enemy peoples by dropping from balloons and aeroplanes, and among neutrals and friendly races by other means. For China was prepared an edition of 300,000 copies—either weekly or fortnightly, I have forgotten which—and I was told that diplomatic correspondence had stated that the Chinese nation was persuaded in very large measure to join the allies, as a consequence of this British pictorial paper.

Some Bricks! Some Bouquets!

at Western Ontario's Foremost Newspaper

"IF we had paid more attention to the warning in your first trade survey on our goods, we would have made a lot more money in your market. We are very grateful for your persistency in putting us right. I believe we are off to a good start now."

"IF you do not wish to fall in line and give us a free reader once in a while, we will be compelled to withdraw our advertising from the Free Press." (Withdrawn.)

"WHEN it comes to London and Western Ontario, we feel we cannot do without the Free Press."

"THE Free Press should tackle the problem of taxation. You have won nearly every fight you have entered in the last seventy years."

"I PUT an ad. in the Free Press for good team farm horses. The first mail brought 27 letters. Started next morning in an auto, got another lot of of letters before leaving. Travelled 100 miles and bought just the horses I wanted from a farmer eight miles south of London."

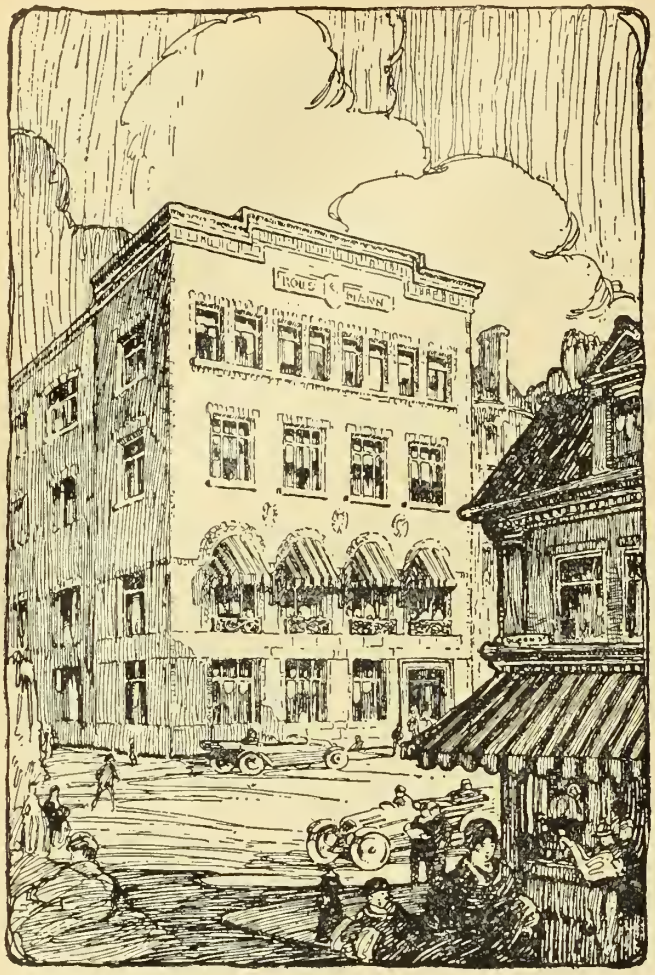
"KEEP peppering away on the good roads policy. There's getting to be more people in the country every day who think you are right. Keep at it and we will get decent roads yet."

"I'VE been selling in London for three weeks. I like the Free Press news and editorial policy. So do the people. I have sized up the Free Press at home and you will carry our advertising exclusively."

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Largest Net Paid Circulation in Western Ontario



OUR NEW QUARTERS

A SHORT time ago we announced the moving of our business to our new building at 172 SIMCOE STREET (just above Queen Street).

We are now settled and "going strong," with largely increased space, additional equipment and staff, and a plant built to meet in every modern way the requirements of our clients.

Telephones : Adelaide 1380 - 1381 - 1382

ROUS & MANN
LIMITED
Designers and Printers
172 SIMCOE STREET, TORONTO

The desire is to continue the publication and distribution of this publication, and to this end advertising is now being sought. The intention is that the advertising carried shall be altogether pictorial, with interpretative inscription below.

Montreal Weekly Star Changes Size

With its issue of June 4th, the Family Herald and Weekly Star of Montreal appears in a new size, in what is termed "magazine" form. Instead of the familiar 8 column page newspaper style with standard width columns, it now has four columns to the page, 14 ems wide and 238 lines deep. Just how satisfactorily this width of column will accommodate electrotypes made to fit 12½-em and 13-em columns remains to be seen. The announcement states that there are to be no rules between columns, except to separate reading matter from advertisements. Between reading columns there will be a space of ¼ inch. There will doubtless be a similar space down each side of many of the advertisements, unless advertisers go to the expense of making special plates of the required width. The number of pages will be doubled, type size of full page being 10-1/12 inches wide by 17 inches long, as compared with 9 inches wide and 12¾ inches long which is the size of most of the farm journals.

Forms now close one day earlier than in the past. Copy and plates are now required, four, six or seven days in advance of publication date Friday noon (four days in advance) for the Eastern edition, Tuesday noon (seven days in advance) for the Western edition and for the full edition, and Wednesday noon (six days in advance) for classified advertisements.

How to Get Rich

Recently, one of the London papers had an article on this subject. It gave the following advice:—

"To become rich you must practise thrift. You must deny yourself everything. You must stick at it night and day. You must never relax, but save up every penny as if it were a pound."

What silly nonsense! This advice should rather be called—"How NOT TO GET RICH."

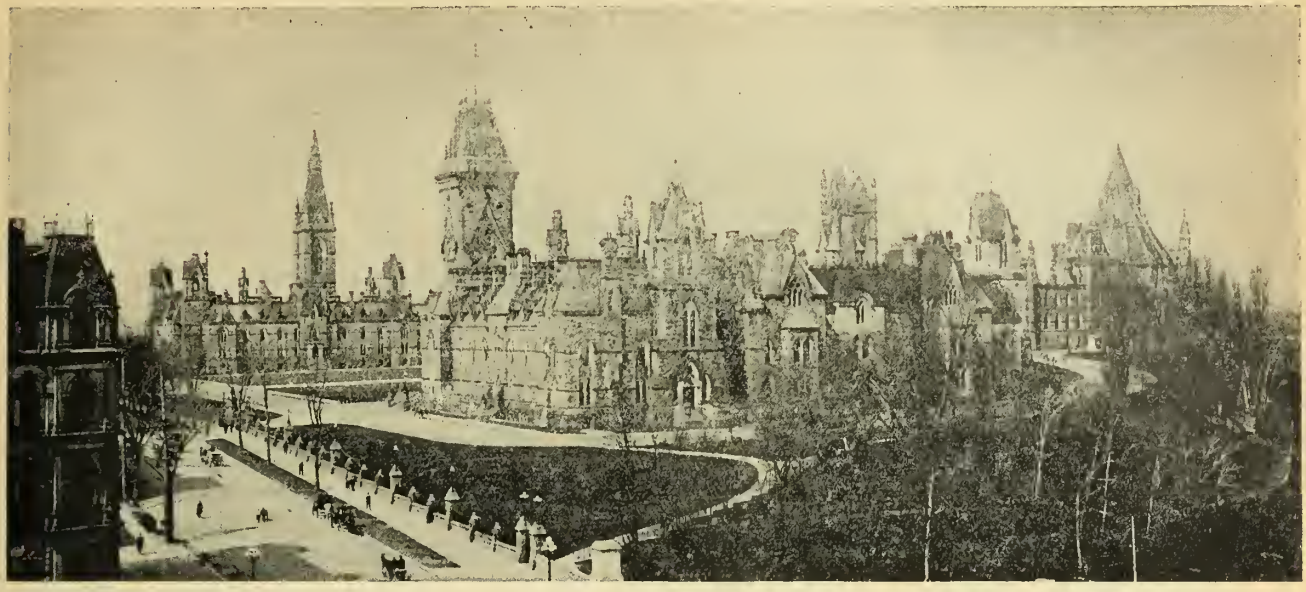
There is a vast difference between being rich and being a miser. And invariably the miserly method leads to poverty, not to riches.

The modern way to get rich is not to save pennies and work fourteen hours a day.

It is, on the contrary, to plan, to take risks, to organize, to learn the best methods, to buy the best equipment, keep up-to-date and a little bit ahead, to train a staff of loyal employees and build up a business of satisfied customers.

That is the modern way to get rich.

Norris Patterson Ltd., Toronto, are placing some advertising for Oak Tire & Rubber Co., also for Authors Cox & Hanger.



The City of the Whole Nation

OTTAWA Holds a unique position. While located geographically in the Province of Ontario, it is neither local nor provincial. As the Capital of the Dominion it belongs to the whole nation.

It is the seat of Government. It is the home of the head offices of the complicated Governmental machinery. And—to it flock legislators and citizens from all over the country, who are interested in the nation's business. The eyes of all Canada are focused on Ottawa.

In addition to it being the seat of the Government and all that this implies—Ottawa is the logical trading centre for the rich and fertile section of central Canada. From a radius of a hundred miles inhabitants look to Ottawa for a big proportion of its buying and selling.

With its Government pay-roll of about fourteen millions—with its manufacturing and railway pay-roll of about another fourteen millions per year, to say nothing of its diverse agricultural and other interests—all of which means big money spent in Ottawa —it is a field which promises great return for the progressive advertiser.

In fact, the National Advertiser cannot afford to overlook the Nation's City

"Tell it" in the Nation's City

By Advertising in the

Ottawa Daily Newspapers

The Journal
Dailies

Ottawa, Canada

The Citizen
Dailies

Critical Readers and Exacting Advertisers

The Canadian Countryman
Toronto, Saturday, January 9, 1915
THE LATEST CHAMPION MILKER, ROSE PONCH

The breeder of pure bred live stock judges a farm paper from two angles. He is a very critical reader of its editorial pages, and a most exacting advertiser as well. The publication that commands his respect both as a reader and as an advertiser, is one in which advertisers generally can safely place every confidence. Canadian Countryman stands high with the best known breeders in Canada. Below are just a few of the great many nice things they have said about this paper:

"Your paper is a wonder. It has done great work for us this year. We have shipped from coast to coast. One-half our letters were from readers of your paper. Just sold one two-year-old ram for $300, one year-old ram for $200, one three-year-old ram for $100, and five ewes and one ram for $450, all through *Canadian Countryman*. Thanking your paper for a good share of our success, and hoping to have an advertisement in it as long as it lasts."—Peter Arkell & Co., Pure Bred Oxford Sheep, Teeswater, Ont.

"In justice to the *Countryman*, we feel like stating that we were amazed at the results received from our small advertisement in your paper. We had inquiries from three of the Western Provinces and from all parts of Ontario, and as a result received six orders for the three young Angus bulls we had for sale. This result was most gratifying."—Forster Farm, Oakville, Ont., Breeders of Aberdeen-Angus Cattle and Dorset Horn Sheep.

"I certainly think that *Canadian Countryman* is the most up-to-date, practical, progressive and helpful farm paper published to-day. It grows more valuable each week. From my last advertisement I sold a yearling bull to Baker Bros., Portsmouth, Ont."—John M. Montle, Sunnyside Stock Farm, Stanstead, Que., Breeder of Pure Bred Holsteins.

"I have had such good results from my advertising in your paper that I want to run some more. My advertising in the *Countryman* has cost me one-third of one per cent. of the sales I have made directly through your paper."—A. W. McEwing, Maplewood Herd of Aberdeen-Angus Cattle, R.R. 1, Blyth, Ont.

"I never had such results from any advertising I ever did before, as I have received from my recent advertising in *Canadian Countryman*."—Cecil Stobbs, Leamington, Ont., Poland China Hogs and Southdown Sheep.

"My ad. in *Canadian Countryman* is bringing results for sure. Already, after only three insertions, I have sold, through your paper, two Shorthorn Bulls and one Clydesdale Stallion. Inquiries from this advertising are coming in every day."—J. M. McCallum, Cedar Springs Farm, Shakespeare, Ont.

"I have had splendid results from advertising through your paper."—T. L. Mercer, Markdale, Ont., Breeder and Importer of High Class Live Stock of all kinds.

"We have sold a number of sheep through our recent advertising in *Canadian Countryman*. Will start another advertisement with you in the fall."—Peter Christie & Son, Shorthorns and Clydesdales, Manchester, Ont.

"We have had more business and inquiries from *Canadian Countryman* than from any other paper we have ever advertised in."—H. H. Bailey, Oak Park Stock Farm, Paris, Ont.

"We are greatly pleased with our results from *Canadian Countryman*. It has brought us inquiries from four different Provinces, and we have already booked orders from as far away as Barrie's Island, Manitoulin, and a good many throughout Ontario."—Ed. McPharlin & Sons, Duroc Jersey Swine, Pioneer Stock Farm, Essex, Ont.

"We have had excellent results and want to continue our advertisement in the *Countryman*."—W. E. Wright & Son, Shropshire and Dorset Sheep and Chester White Swine, Glanworth, Ont.

"We find our advertisement in *Canadian Countryman* a good business getter."—Geo. Amos & Sons, Pleasant Valley Farms, Moffat, Ont.

THE CANADIAN COUNTRYMAN

Goodyear Building, Toronto

MEMBER A. B. C.

A. C. A. Boosting Standard Rate Card

The directors of the Association of Canadian Advertisers, Inc. have endorsed the standard rate card devised and recommended by the American Association of Advertising Agencies, and are urging its adoption and use by the publishers of Canada. They argue that the preparation of advertising schedules and contracts in the offices of advertisers and agencies will be greatly facilitated when all publishers rates, terms and conditions are presented in uniform size and form. At the present time the many forms and sizes and varied terms and conditions of rate cards make the handling of advertising very confusing and difficult, and the general adoption of the form recommended would simplify these matters greatly. Several of the leading dailies have already complied with the Association's suggestion.

Since the annual meeting in January the following advertisers have been added to the membership:

Gillette Safety Razor Co. Ltd., Montreal; L. O. Grothe, Limited, Montreal; Nugget Polish Company, Toronto; Royal Bank of Canada, Montreal; Penman's Limited, Paris, Ont.

The Renfrew *Mercury* has changed hands, after being in control of one family for nearly half a century. W. E. Smallfield has transferred his interests to W. R. Davies, who in turn has disposed of his Thamesville *Herald* to Ross McGuire.

G. G. Rooker has been engaged as assistant manager of the Canadian Press Association. He was formerly advertising manager of the Fort William *Times Journal*, and recently returned from overseas, having seen service with the 5th Battalion. He was wounded several times, and saw severe fighting at Cambrai, Hill 70 and Passchendale.

J. F. McKay, formerly business manager of the Toronto *Globe*, has been appointed secretary-treasurer of the Willys-Overland, Ltd., Toronto.

The Western *Home Monthly*, Winnipeg; *Power House*, Toronto; *Border Cities Star*, Windsor, and B. C. *Veteran's Weekly*, Vancouver, have recently applied for membership in the Audit Bureau of Circulations. It is also reported that the Canadian *Magazine*, Toronto, will shortly make application for membership.

The Regina *Morning Leader* claims to be the first paper in Canada to make regular delivery of its outside circulation by aeroplane. On Monday May 26th copies of the *Leader* for Moose Jaw subscribers and newsdealers were carried to that city by aeroplane, arriving there in time for house to house distribution before breakfast.

Aeroplane delivery is too expensive as yet to be continued as a regular service, but delivery to Moose Jaw by motor truck will hereafter provide subscribers in that city with the *Leader* for their breakfast tables.

1866 *LONDON, CANADA* 1919

The Proof of the Pudding is in the Eating

The following figures give the actual space used in *The Farmer's Advocate* and *Home Magazine* by Live Stock and Commercial advertisers during February, March and April, 1919. These figures are not compiled by any prejudiced mind but by the publishers of MARKETING.

1919.	Live Stock Advertising Lines.	Commercial Advertising Lines.	Total Lines.	Nearest Competitor in Live Stock Advertising Lines.
February	11,968	59,807	71,775	9,604
March	20,186	70,085	90,571	17,974
April	9,402	78,405	87,807	6,826
	41,856	208,297	250,153	34,404

An average of 29 pages solid advertising for each issue of the period mentioned.

Another proof of the popularity of *The Farmer's Advocate* is the high percentage of renewal subscriptions received from year to year at the full subscription price, $1.50 in advance (77%.)

SHREWD ADVERTISERS.

select this publication because they know it is read from cover to cover and that what is published in both reading and advertising columns is reliable according to the best judgment of the management of this publication.

The Farmer's Advocate and *Home Magazine* has held the enviable position of being the leading agricultural journal in Canada for over 50 years, and is, therefore, a safe medium for new advertisers to use. If you want to do business with a class of farmers that measure up to the standard maintained by *The Farmer's Advocate* and *Home Magazine* write us to-day for sample copy and we will give you fuller particulars.

ADDRESS **The William Weld Co., Limited**

LONDON, CANADA

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

CIRCULATION FIGURES

Should mean much to the advertiser. He should know how thoroughly the medium he is using, covers the territory.

If you were using the Reporter would you want to know this?

Circulation Statement

	Number of Copies
Galt, Population 12,600	2759
Suburban, including Preston and Hespeler	1091
Total Country	105
Subscribers in arrears over one year	10
Total service copies including employees correspondents, etc.	204
Total unpaid including advertising agencies and exchanges	125
Total Distribution	4294

The Reporter Circulation is audited by A.B.C. Consult any advertising agency for rates and further particulars.

South Waterloo's only Daily

THE GALT REPORTER

The Regina Morning Leader

Delivered by Airplane

Regina, Monday, May 26th. The Regina Morning Leader was delivered at Moose Jaw by airplane this morning, arriving two hours ahead of usual schedule.

As Usual

The Leader Leads

Service to its Advertisers and Readers

is the predominant thought of the Leader Publishing Co., Limited.

Airoplane deliveries of The Morning Leader were made to Weyburn, Assiniboia, Indian Head and Qu'Appelle within the following few days.

The Regina Morning Leader

Saskatchewan's Greatest Advertising Medium

Canadian Paper Men Select a Trade Mark

The Canadian Pulp & Paper Association recently started on a quest for a trade-mark such as could be used for the purpose of labeling and identifying all the pulp and paper products made by its members. The association offered to pay $100 for the suggestion adjudged best adapted to the purpose in view.

The result was that over 150 designs, some of them very artistic in conception and showing the result of a great deal of work in their development, were submitted.

The judges unanimously agreed that a design submitted by Harold McEvers, a student in the department of architecture of McGill University, Montreal, came nearest to meeting all the requirements.

The winning design shows an idealized spruce tree (the basis of the Canadian pulp and paper industry) enclosed in a triangle, around which the words, "Canadian Pulp & Paper Association" are disposed. At the back of the tree appears a rising sun whose radiating rays spread out to the inner lines of the triangle. In the right and left corners appear maple leaves.

Used as a label and in other forms where the use of colors is practicable the trade-mark will appear in three colors, the tree and maples leaves in green, the orb and its radiating rays in red or orange and the rest of the design in black.

The design is to be registered as a trade-mark. It will be used on all packages and boxes, etc., containing Canadian-made paper and wood pulp products.

The Toronto *Globe* will shortly install an additional octuple press, and also triple the capacity of its stereotyping department, adding the most modern equipment.

The Halifax, N.S., *Evening Mail* published a special "Welcome Home" edition on the occasion of the return of the 25th Battalion, C.E.F. Mr. W. H. Dennis also met the U.S. Navy aeroplanes on their arrival in Halifax, and wired advertisements to leading Canadian dailies emphasizing the connection of Halifax with this historic event.

B. H. McCreath, for several years assistant business manager of the Toronto *Star*, has purchased the Goderich *Star*.

The Belleville dailies have increased their subscription price to two cents a copy.

Morning Chronicle **Halifax Daily Echo** **Nova Scotian and Weekly Chronicle**

Nova Scotia's Greatest Newspapers

The Chronicle Publishing Co.

Limited

EDWIN C. YOUNG, Manager.

HALIFAX, Canada

Reaching the Most Buyers at the Least Cost

The Halifax Chronicle and The Daily Echo

Morning **Afternoon**

With a combined circulation of over

24,000 Copies Daily

Covers the entire Province of Nova Scotia

Rates for 5,000 lines and upward:

5 Cents per Line for Both Papers

The Chronicle Publishing Company Limited

HALIFAX, NOVA SCOTIA

CANADA

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS

Bring Together

16 Sales Experts

—men who for years have developed and guided sales organizations successfully—and get them to tell you just what methods they have used to perfect their organizations and win out on a large scale—then you will have a fair idea of the contents of

Sales Management

This book was written for the busy sales executive—a work to which he might turn whenever a puzzling problem presents itself. It covers almost every phase of sales— management— marketing problems and selling plans—organizing and managing the sales force—developing personal selling ability—building up road and retail trade. A glance over these "hows" will give you an idea of the scope of the book:

—How to choose and develop a market.

—How to get dealers to push your line.

—How to secure reorders.

—How to hire and handle salesmen.

—How to make a sales convention pay.

—How to train yourself to sell.

—How to plan next year's sales.

—How to win orders by telephone.

—How to sell specialties.

Perhaps a single idea gained from this book will mean thousands of dollars of additional business.

200 pages, size 5⅝ inches by 8⅜ inches; bound in cloth. Illustrated. Postpaid to any address in Canada, $1.85.

Send your order, with remittance, to

Marketing

53 Yonge Street
Toronto

GOT DISTRIBUTION WITHOUT A SALESMAN

"If you can gain the desired goal through advertising at less expense than without advertising, then you use advertising as an investment."
Thus said a leading advertising authority recently, and thus believed the promoter of Jiffy-Jell who relied on advertising alone and unaided to secure a distribution for his product

Written for MARKETING BY R. G. GRANT

TO suggest the possibility of getting any considerable number of wholesale and retail grocers to stock an entirely new food product without having a single salesman call on any one of them, would undoubtedly brand you as a fool in the opinion of the average manufacturer. Even the most optomistic advertising enthusiast would suggest that you were taking long chances.

But it can be done. Because it has been done. Whether it was asking too much of the advertising, whether it could have been done more economically through a combination of advertising and sales force, whether better results would have followed had salesmen been employed, are other questions. From the fact that sales crews were later employed you can argue that "you knew they'd come to it."

But to give you the story of things as they actually happened. Jiffy-Jell is the product. You've heard of it, of course. It was a new kind of jelly with the flavor separate. Perhaps that helped. At any rate, when Mr. Glidden of the Waukesha Pure Food Company, conceived the idea of getting his product into the stores and into the homes *through advertising alone*, he realized it was unprecedented, that it was bold and daring. Advertising men told him he was taking long chances. But he realized the hazards. He knew that it would require the best advertising talent of the country to put it over—and plenty of money, too. But he was convinced it could be done—and he had the necessary money to make the test. He went to one of the most famous advertising copy writers in the world, told him that he believed the right kind of copy, and the right merchandising plan, would put it across—then he put up the necessary money and got ready for what he expected would happen.

And if the writer were asked to pick out at once the most clean cut, most spectacular, and most convincing demonstration of what advertising can do when put to the test, he would name without hesitation the campaign which has in three short and difficult years brought a new dessert, Jiffy-Jell, into the limelight. If a doubting Thomas should land on your doorstep and ask to be shown the advertising campaign which would most definitely convince him that advertising pays, it would be hard to point out a more conclusive example than the campaign which launched Jiffy-Jell.

Paid for by a man who was thoroughly sold on advertising to begin with, and who thoroughly understood advertising mediums and methods—this campaign has represented intelligent, intensive, and daring use of the tools of advertising, Mr. Glidden, president of the Waukesha Pure Food Company, fearlessly put advertising to the acid test. He took chances which experienced advertising men shook their heads doubtfully about—but advertising produced—and in a most remarkable way.

Briefly, Mr. Glidden's success plan was this: First, to produce a superior gelatine dessert with distinctive "talking points," which would emphasize its superiority; second, to make the women of America want it, by means of dominant advertising; third, to depend exclusively on advertising, as opposed to personal salesmen, to secure a quick national distribution of the product—on the theory that advertising can talk to ten thousand jobbers while a salesman is talking to one, and can deliver its salestalk at a fraction of the cost.

It was this last item about which

ad men shook their heads. They said it requires the most dogged, determined, and persuasive kind of personal salesmanship to get jobbers and retailers to take on a new food product.

Mr. Glidden argued in return that the right kind of appeal couched in the right kind of advertising language, could be just as persuasive as the flesh and blood salesman and could strike in thousands of places while the salesman was striking in one.

He was then told that other manufacturers had had this dream and had had rude awakenings. But it was Mr. Glidden's money, and he was willing to make the trial. He had lived with this idea of his a long time, while preparing his product—he had revised and amended it until he thought it dovetailed in with human nature. He figured that if the public and the trade

possessed just average good business sense, he couldn't lose.

His philosophy was this: That he give away several million packages of Jiffy-Jell to several million families, for free trial, that he was going to send the consumer to the local grocer asking for the free package, and that local grocers could not afford to be deaf to this consumer demand; finally, that the only place the grocers could get Jiffy-Jell would be from the jobbers, and that jobbers, in turn, cannot afford to turn a deaf ear to dealer demand. In other words, Mr. Glidden figured that a free offer, intelligently made, is a magic thing which can not only send the consumer to the grocer, but can send the grocer to the jobber and the jobber to the manufacturer. Or, expressed in still other terms, he believed that when the housewife desires a trial package, the retailer and wholesaler must join right in with the manufacturer, to see that she gets it.

The big problem was to visualize this coming consumer demand to the trade, *in advance*, so they would be stocked in readiness for it, instead of as a result of it. That was the task that the trade advertising had to perform.

A "Broadside" de Luxe

A "broadside" folder to the wholesale trade was to perform the entire trick of gaining distribution. This broadside had a really Herculean task to perform. It had to deliver a rather lengthy message and argument—yet it had to do it briefly, epigrammatically, mainly with pictures. The message had to be delivered to the eye rather than the mind. Such is the true philosophy of "broadside" building.

Mr. Glidden had seen to it that the broadside had good material to draw from. The consumer advertisements planned for the women's magazines were things of marvelous beauty, in rich color. They told at a glance, by means of pictures, the unusual story of Jiffy-Jell quality—how its real fruit flavors are packed in separate glass vials, how the product is made of the finest grade gelatine in a beautiful, airy palace of a building—and how tempting it may be made to look when served on the table.

These ads were reproduced in full colors in the broadside, in such a way as to catch the jobber's eye the moment it was unfolded. Jobbers take notice of really unusual food advertising. They could not, it was reasoned, fail to take notice of these displays. At a glance they would see the brightly colored flavor vials, and the beautiful building of the company. They would note the price, higher than other gelatine desserts. They would note the unusually beautiful advertising style. The whole impression made would be of quality, superiority. Their respect would be gained. Then would follow, concisely, convincingly, the story of how the coupon offer in these wonderful ads would lead millions of women to ask for Jiffy-Jell, how the grocers would be eager to redeem the coupons since they were worth their face value in cash and every woman who came to the store to redeem a coupon would also make other purchases. There were told they must prepare their retail trade for this demand.

Another virtue of this broadside was that it was full of the spirit of hustle. The millions of circulation given, the

Illustrate Your Selling Point

The verbal statement, the written word, have limitations, but the illustrated message definitely conveys to the mind what the product means to you.

Pictures are the universal language that everybody understands, and a selling story can be more thoroughly impressed on the minds of the buyers by illustrations than in any other way.

Usually there is something left to the imagination, some point that can be inferred.

That point sticks.

What a reader gets by inference is generally what he remembers longest about your product.

Street car advertising is the medium in which you can illustrate your selling story to the best advantage at the lowest cost.

The Canadian Street Car Advertising Co.
LIMITED

TORONTO MONTREAL WINNIPEG

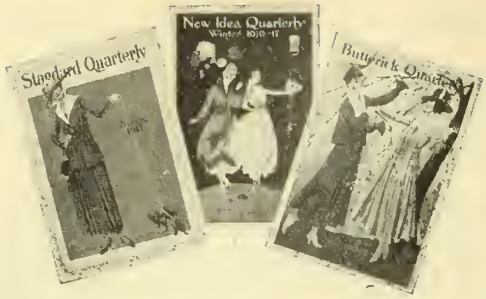
Daily Whig Circulation

For April, 1919

City of Kingston	4,176	
Frontenac County	1,038	
Lanark County	33	
Leeds County	284	
Lennox and Addington Co.	311	
Prince Edward County	58	
Elsewhere in Ontario	268	
Total Ontario		6,168
Outside Ontario		256
Total Circulation		**6,424**

For Further Particulars write

British Whig Publishing Co.
Kingston, Ontario



Circulation of the Canadian Butterick Quarterlies

Following figures sales of Spring, 1918, Quarterlies within shopping radius of principle trading centres in Canada—all over the counter to the customers of 3,000 merchants. They stimulate a demand for your goods where it can be of most benefit to you :

ALBERTA	4,792
Calgary	1,335
Edmonton	1,950
Lethbridge	515
Medicine Hat	296
Red Deer	242
BRITISH COLUMBIA	5,865
Fernie	205
Kamloops	160
Nanaimo	158
Nelson	208
Revelstoke	55
Vancouver	2,701
Victoria	889
MANITOBA	8,243
Brandon	814
Dauphin	223
Portage la Prairie	381
Winnipeg	6,496
NEW BRUNSWICK	2,253
Chatham	144
Fredericton	325
Moncton	270
St. John	761
PRINCE EDWARD I.	381
Charlottetown	200
NOVA SCOTIA	3,117
Amherst	315
Halifax	1,049
New Glasgow	490
Sydney	409
Truro	162
Yarmouth	50
ONTARIO	38,205
Barrie	421
Belleville	1,179
Brantford	1,478
Brockville	607
Chatham	796
Cobalt	222
Collingw od	370
Cornwall	256
Galt	798
Goderich	464
ONTARIO (Continued)	
Guelph	537
Hamilton	3,721
Harriston	933
Kingston	700
Kitchener	382
Lindsay	526
London	1,570
North Bay	151
Orillia	810
Ottawa & Hull	2,468
Owen Sound	365
Parry Sound	65
Pembroke	300
Peterboro	832
Pt. Arthur & Ft. W'm	589
Port Hope & Cobourg	239
Renfrew	210
St. Catharines	564
St. Thomas	945
Sarnia	409
Sault Ste. Marie	344
Smith's Falls	897
Stratford	711
Sudbury	219
Toronto	15,376
Welland	258
Windsor	478
Woodstock	871
QUEBEC	18,322
Joliette	90
Montreal	8,724
Quebec City	1,489
St. Hyacinthe	160
Sherbrooke	221
Sorel	75
Three Rivers	302
Valleyfield	88
SASKATCHEWAN	4,625
Moose Jaw	443
North Battleford	117
Prince Albert	105
Regina	990
Saskatoon	1,250
Swift Current	138
Weyburn	270
Yorkton	238
Total Circulation	85,803

Forms Autumn 1919 Issue Now Closing

Manager Advertising - 53 Yonge St., Toronto

consumer ads, the whirlwind nature of the entire plan, the quickness with which it would be put into effect, were emphasized, the whole message was cheerful, optimistic, enthusiastic. It closed with these words:

"No salesman will call on you. There is too little time. Please act on this."

This broadside did succeed in visualizing the plan to the trade. It stirred their imaginations. It made them see Jiffy-Jell not as an aspirant to success, but as already assured of a huge success, in which the jobbers could participate or not, as they chose.

The suspense in a play or a novel appears trivial beside the suspense felt by the executive of the Waukesha Pure Food Company when their broadside had at last been mailed and there was nothing to do but wait and see if the vast amount of money appropriated for magazine advertising and invested in a tremendous stock of Jiffy-Jell had been tied up to no purpose. Would the orders materialize, or was it all a wild dream—a case of enthusiasm that had miscarried? But they did not have to wait long, asking these questions. No sooner had the jobbers in nearby cities had time to receive the broadside, than orders began to come in by wire. First a few, then more heavily, then mail orders began to arrive. Soon a very downpour of orders was flooding the factory.

It did not find them unprepared. Far from it. It found the factory ready to fill all orders, with precision and speed. Soon big shipments of Jiffy-Jell were speeding to every important city in the country. The plan worked exactly as it had been figured it would. It secured a very fair national distribution of Jiffy-Jell at one stroke, and before the first coupon advertisement had appeared in the magazines. When the first ads appeared, the jobbers had had time to stock the retailers, and the latter were ready to pass out packages of Jiffy-Jell in return for clipped coupons.

Costly—But Saved Time

The cost of this plan of introduction was necessarily great in cash outlay, but it was wonderfully economical of time. Within six months Jiffy-Jell had gained a stronger foothold in the food market than many standard advertised desserts could boast which had been plugging away for years, and to-day its makers claim that the sales totals compare favorably with those of the largest selling prepared desserts on the market.

But Jiffy-Jell was not content with one initial triumph. It immediately began to itensify its distribution by means of local campaigns in selected cities. The free-offer idea was adhered to, but it was altered somewhat. The company believed it would be a mistake to give away too much Jiffy-Jell free, as it might cheapen the product in the eyes of the public. A free premium offer was therefore staged, the consumer being offered aluminum dessert molds free if she would purchase so many packages of Jiffy-Jell. Here, again the company showed business acumen. They selected a premium that women appreciated, and the demand for the molds has been most lively. This plan has been tried in city after city, and has always resulted in intensifying distribution in a most remarkable way. For

intensive work the company now uses specialty salesmen to canvass the retail trade. These salesmen, armed with advertising folios which show the dealers what the local newspaper campaign will be, are able to stock a surprising percentage of the retailers on whom they call. In one city a single salesman canvassed 203 dealers and sold 178. This is an average record.

The molds have been advertised as worth 60 cents, at retail. The free offer lasts only ten days, in each city. That the molds make a strong appeal has been proved by the fact that after the offer expires, many women write to the company invariably stating that they failed through accident to act in time, but that they want to buy the molds at their actual retail value of 60 cents. Many have enclosed not 60 cents but a dollar, stating that they will gladly pay that price for a set of the molds.

Label to the Table

Of special interest to the advertising man is another detail in connection with these Jiffy-Jell molds, namely that they carry, in raised letters, the products name, which results in impressing this name on the individual portion of the gelatine itself, when served on the table. This is an advertising achievement of no mean value. Very few products, no matter how strongly advertised, preserve their labels all the way to the dining table. Butter, bread, sugar, salt, vinegar, even ketchup, in many cases, reach the table unidentified. Only such products as Uneeda Biscuit and Nabiscos can be sure of retaining their identity to the last. The makers of Jiffy-Jell showed real perspicacity in their selection of a premium.

Only a bare suggestion of the merit of this campaign has been possible in this brief article. Its copy, written by one of the world's most noted experts, will repay study. Other details have also been worked out with a perfection which helps to explain the unusual measure of success achieved. As stated at the start, it is the writer's belief that this campaign is a model advertising campaign. All that Jiffy-Jell is to-day, after three years, it owes to advertising, and it has demonstrated in a very emphatic way that advertising really pays.

❦ ❦ ❦

"Bob" Angus who was well-known in Canadian advertising circles some ten years ago, while connected with the J. J. Gibbons Ltd., has again joined the staff of that agency.

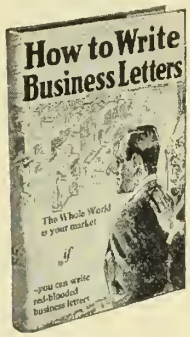
If You Want to Reach FARMERS

USE GUIDAL DIRECTORY MAPS

They go into every Farmer's home

A line will bring full details. Write to-day.

Map and Advertising Co., Ltd., C.P.R. Bldg., Toronto.



How to Write Business Letters

This practical book was produced after careful analysis of more than 1900 letters—some unusually successful, others partially so, and some failed of their purpose. This book tells why they were successful or why they failed.

How to Write Business Letters takes the actual everyday correspondence you receive and shows you specifically how to answer it with the best results. Shows you with reproductions of actual letters that have sold goods, collected accounts, increased trade and prestige for some of the shrewdest correspondents in America.

Here, too, are reproduced whole series of follow-up letters that have won countless dollars in additional profit. A careful reading of one of the series alone may give you new ideas for your letters worth thousands of dollars.

160 pages, 6x8½ in.
PRICE $1.50, including packing and carriage charges.
Order from
MARKETING, 53 Yonge St., Toronto

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

We Also Manufacture

Steel Lockers, Shelving, Cabinets, Etc.
Ornamental Iron, Bronze and Wire
Commercial Wire Work of all kinds

Dennis Iron Fence

WHEN putting up a fence it is good economy to erect the best kind of a fence with a view to permanency.

A Dennis Iron Fence will last as long as the building itself. We make many styles at various prices, each strong, simple and dignified in design, and inexpensive in ultimate cost or when considered as year-by-year protection.

Ideal for residences, churches, parks, cemeteries, playgrounds, institutions, business premises etc.

Write for illustrated folder

Halifax Montreal Ottawa Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton Winnipeg Calgary Vancouver

The Logical Medium

for every buyer of newspaper space is one having a circulation not established on a competition basis or other means often employed to secure subscribers for effect.

THE NEWS RECORD

(KITCHENER)

has an **Audit Bureau distribution.** It covers the city of Kitchener, Waterloo and the adjoining towns, and carries the largest volume of advertising. In proportion to population few papers enjoy as liberal patronage.

Through my *uniquely "different"* Canadian sales-advertising organisation, I offer

To Canadian Manufacturers
A *Complete* Merchandising Service

I plan and execute any part (or all) of a distribution-advertising-sales procedure—to manufacturer, jobber, retailer and consumer.

Service comprehends basic investigations, sales-plans, the direct-by-mail and media advertising (properly apportioned), and the *actual order-getting specialty sales-work.*

When mutually desirable, I will contract (under GUARANTY OF RESULTS) to effect *complete trades-distribution* and *consumer-demand*—to do everything but manufacture and ship the goods.

I operate throughout North and South America (in all languages), and will consider the promoting, *anywhere*, of *any* legitimate business or sales enterprise that appeals to my judgment.

My Canadian staff of thirty Merchandising, Advertising, Technical and Sales experts is "personally directed"—backed by my twenty-five years' managerial association with the largest manufacturers of the United States.

Canadian clientele includes a number of very representative concerns.

Correspondence and professional consultation solicited.

CLARKE HELME LOOMIS (Reg'd)
GENERAL SALES COUNSELOR

New York - - San Francisco - - Chicago

Suite Seventy, Beardmore Bld'g. MONTREAL, P.Q.
Telephone MAIN 680

Experienced Advertising Solicitor

recently returned from four years overseas service, desires position as Understudy or Assistant to advertising or Sales Manager.

Reply Box F. Marketing

Going to England

ADVERTISING Solicitor, with big selling record, leaves July 1st to solicit business from British concerns, calling on wide and varied list of known advertisers already interested in Canadian market. Would represent another proposition on commission basis. Quick action necessary.

Write to
Box G, Marketing

Remarkable Results From Small Campaign

Publisher, MARKETING,
Toronto.

We herewith attach our cheque for $2.00 for MARKETING, and would say that we sure have been interested and profited by reading it.

Nothing has come into our office of late in the way of a business magazine, to our mind, with such strong, pronounced views and helps in marketing goods as your magazine. As MARKETING you certainly have it *well named.*

As you are featuring advertising very strongly in your paper we would like to tell your readers about an advertising campaign which we put on this spring, with telling effect.

We went into a Western city with one of our lines and conducted a city consumer campaign. We wish it understood that this was written up by an advertising agency, and we had solid co-operation by a well organized sales force (not our own) in that territory. We advertised five days, one inch space on four pages of the leading city newspaper, daily for five days, making in all twenty inches of single one inch space—twenty ads. Each advertisement ran like this: "What is (our product)?" "Where is (name of product)?" "Look Out For (product)" "Be Prepared for (product)."

Three days after this started we sampled the entire city and covered the dealer trade. On the seventh day, Saturday, we ran a four inch single column advertisement telling the consumer what, where and the price of our product. This was all done in one week, and we left it with our jobber. During April we did not advertise but started newspaper advertisements in the same paper (consumer advertisements) on May 1st.

We have had *remarkable results* from this campaign, at a nominal expense. But the machinery all worked well. Our goods were on the spot while the first campaign was going on.

This product was entirely unknown on this territory. The right kind of advertising talk, in the right medium, with proper adequate distribution, will pay any manufacturer handsomely, providing his article is *right.* With his product right his sales in that territory will be much greater.

Yours truly,

WILDREN MANUFACTURING CO.
Manufacturers of Aunt Janies Food Products.

Edmonton, Alta., May 31st, 1919.

Back With Baker

Harry D. Cantlon who left the Baker Advertising Agency a few months ago to go with McConnell & Fergusson's, London office, is back with his old love. And that's about all there is to the story.

A New York Company is advertising in several nationally-distributed women's magazines to sell sand for children's play-boxes. The product is trade-marked "Sea-San" and is packed in 150 lb. bags.

FIRST IN CANADA in volume of Live Stock Advertising per issue.

SECOND ON THE CONTINENT (farm journals) in volume of commercial display advertising per issue.

DOMINANT IN THE FAR WEST among the biggest spenders in Canada.

Farm and Ranch Review

First in Live Stock Advertising

In a recent advertisement we made the statement that the Review carried more live stock advertising than any other farm paper in the Dominion. This was intended to read "per issue." The only fair way to gauge a medium is by averages per issue. Because we neglected to insert the words "per issue," the London Farmer's Advocate took us severely to task, and came out with a counter claim that they carried the most live stock advertising, that they were going to "nail" our "misleading" statements, and that the Review made only a "poor third." They neglected to mention, however, that for the period in question, the Advocate published 12 editions, while the Review published only six. It would indeed be a poor farmer's paper that could not show more live stock advertising in TWICE as many issues as were printed by the Review. There was no intention, whatever, on our part to make a misleading statement, and we feel that this explanation is due our advertisers.

During the period from October, 1918, to April, 1919, the average amount of live stock advertising carried per issue by the two papers was as follows :

Farm and Ranch Review, 4792 lines
Farmer's Advocate, (London) 2842 lines

"The Farm and Ranch Review carries more live stock advertising per issue than any other farm paper in Canada."

Second in Commercial Advertising

Average amount of commercial advertising per issue carried during 1918 : (Weeklies figured on the basis of 52 issues to the year).

		Agate lines
Nor' West Farmer (Winnipeg)	**S. M.**	**23,787**
Farm and Ranch Review (Calgary)	**S.M.**	**18,120**
Grain Growers' Guide (Winnipeg)	**W.**	**16,096**
Country Gentleman (Philadelphia)	**W.**	**14,471**
Farmer's Advocate (London)	**W.**	**12,481**

The Review stands 8th in volume per issue among the 76 agricultural papers on the continent, and six of those ahead of it are weeklies, publishing virtually twice as many issues as the Review.

Circulation Guaranteed

38,000 net paid by September 1st, 1919.
45,000 net paid by December 31st, 1919.
5,000 can be added to each of the above figures for short term subscriptions in arrears. These are equal in every respect to net paid subscriptions, but cannot count as A. B. C. net paid. No effort is made to renew these till fall, and seventy per cent. so carried over last year renewed.

Western Canada harvests 58 per cent. of the total field crops of the Dominion, and its farmers own 60 per cent. of the occupiable farm land in Canada.

Ninety per cent. of the farmers in Canada, who made returns under the income tax, LIVE IN WESTERN CANADA.

Crop prospects at this time are exceedingly bright. Prepare NOW to go after this big market, and be sure that the REVIEW is on your western list.

To Reach the Best of the West.

We don't claim to be the "oldest" or "cheapest" or "greatest" farm paper in any respect. We offer the Advertiser the privilege of addressing the most progressive and the soundest body of intensified reader interest and reader confidence in the West.

RATES:

20c. per Line Flat.

Any recognized advertising agency will be glad to give you complete information. Ask them for it or write :

The FARM & RANCH REVIEW, Ltd.
CALGARY, ALBERTA

"In the Heart of Western Wealth"

Printing Executive,

Sales Manager or Advertising Manager

THOROUGHLY experienced Printing Executive desires change. Present position cannot offer inducements. Manager of plant in city of 50,000 or over specializing on direct-by-mail advertising literature preferred. Would consider Sales or Advertising management of Printing or manufacturing concern, or good connection with advertising Agency. Box D, Marketing.

TRANSLATIONS

English into French

Advertising Booklets, Catalogues, Circulars, Posters, Technical Literature

Why not secure expert service at once? It saves time and trouble.

LEON A. ARCHAMBAULT

Apt. 18, 224 Stanley St., MONTREAL, P.Q.

Telephone Uptown 4044

Quality and Service

MULTIGRAPH LETTERS

Best Produced Anywhere

Addressing Folding Mailing

HARRY EDWARDS & SON

E. BENNETT, Manager

152 Bay Street, - - TORONTO

PHONE ADELAIDE 3313

Let Us Do Your Illustrating

We have a most efficient staff of Photographers and Commercial Artists. Our Illustrations are selling thousands of dollars of merchandise. We give the maximum of service, our work is thorough. Satisfied customers will testify that "our drawings draw business." Let us advise with you how to obtain the greatest results from your advertising appropriation large and small.

R. W. MENZIES & CO.

MAIN 2210

Photographers and Artists

325 Crown Office Bldg.

Queen and Victoria - TORONTO

Insists That Grocer Decides

Editor of Canadian Grocer replies to editorial in MARKETING and insists grocers can sell anything, if satisfied as to quality. Goods seldom asked for by brand name, he says.

By B. T. HUSTON, Manager of the Canadian Grocer.

AN editorial in the May issue of "MARKETING" criticised the series of articles in *Canadian Grocer* based on actual investigations in grocery stores showing why retailers get behind certain brands of goods. We answer your points as follows:

You ask, for instance, why was the R.M.A. brand of tea a failure if the grocer is the "autocrat our investigator makes him out to be?"

Applying the principles outlined in the series of articles referred to, our answer would be that the R.M.A. brand of tea did not stay on the market because few retailers got behind the line. There were a number of reasons for this. Retailers felt that this tea did not have the quality, the flavor, the appearance, etc. for the price. They were not sold on the line. They thought they were giving their customers better value and better satisfaction with some other line; and remember this brand was not put on the market with the approval of any large number of grocers. The men who put this R.M.A. brand on the market did not represent the opinion of 1% of the grocery trade in Canada. The R.M.A. brand had to stand or fall on its merits the same as any other brand. In fact many grocers were prejudiced against it as they did not think the R.M.A. should go into the manufacturing business.

You also state that the majority of grocers stock Heinz, Quaker and Kellogg products because they are nationally advertised.

Retailers handle and push these products because they believe these goods have quality back of them and they stay sold. Retailers have not got behind them for any one reason. General publicity was found in some cases to be one reason but it was only one. Other reasons are the knowledge of the retailer that the manufacturer is a reputable one and that he will continue to maintain the quality and character of his products up to a high standard; another reason is the appearance of the package, the appearance of the goods in them; still another is the personality of the travelling salesman.

It is such exaggerated claims as this that has caused many of the big advertising failures. Only the successful firms like Heinz, Quaker, etc. are in the public eye; but for every success there has been a hundred failures and mainly because some one has convinced a manufacturer with money that all he had to do was advertise his goods to the general public and the dealer would then be forced to stock his line. There have been a few advertising failures where the manufacturer has first sold the retailer and has made it a matter of first importance to keep the retailer sold.

In our series of articles there was no suggestion whatever that retailers should not sell nationally advertised lines. In fact numerous instances were given where retailers were pushing sales of nationally advertised brands—but not for that reason alone. No brand of any line of goods will stand up on a market unless it is backed by persistent quality. In all our articles this point has been strongly featured—a point which you have evidently overlooked. Every retailer called on stated that he paid close attention to quality and this has been strongly hammered home with every opportunity.

Retailers who do not first make sure of the quality of an article are bound to have faded-out goods on their shelves. A number of prominent manufacturers have told us this is a most important point and that they have been very glad to see it gone into so carefully. The good retailer makes sure of the quality of his products before he stocks a line.

You intimate in your editorial the evidence we have presented is obviously of a "manufactured nature." A Montreal representative of *Canadian Grocer* was in the store of C. Schaprin, 243 Clark St., Montreal, discussing with him the selling power of the retailer when a traveler came in and entered the discussion as to whether customers always ask for goods by brand name or whether the dealer in most cases selected the brand. It was suggested among the three that facts be permitted to talk for themselves and that they should all take note of the next ten articles asked for by customers. The result showed that two articles, a canned milk and a breakfast food, were asked for by brand name. Eight other articles—marmalade, coffee, margarine, canned peas, sugar, flour, canned tomatoes and bacon—were purchased without any suggestion of brand required. The merchant selected the line he was pushing in each case. If you still consider this "manufactured evidence," I will be glad to go with the Editor of "MARKETING" and make a similar investigation.

The writer called on two of the best dealers in Brantford not long ago and discussed with them their cocoa sales. The first pointed out he sold altogether two or three brands of cocoa but by far the biggest sale was in one particular brand. By purchasing the one line in quantities he was able to get a better price and being sure it was a quality line, he knew the majority of his customers would accept it. Another grocer not more than 200 yards away had the bulk of his cocoa sales in a different brand. In fact apart from this, his sales were of a negligible quantity. He said the manufacturer had always maintained the quality of his cocoa and had co-operated with him through courteous treatment on the part of the salesman and by correspondence, by putting up an attractive package, by advertising the line nationally, and in other respects. He had sold this line for years because he felt it was advantageous for him to do so from a monetary standpoint and knowing it would satisfy the majority of his customers.

In London, Ont., a retailer called on was pushing the sale of an entirely

different brand from the other two. His reasons were pretty much the same as the grocers above mentioned. These retailers were Fred C. Harp and Forde & Co. of Brantford and J. L. Wyckoff, London, Ont. All the lines sold have been nationally advertised and are good standard brands on the market to-day. It remained for each retailer to select a brand which he got behind. We shall be very glad to supply you with the names of the brands in this case or in any other case in connection with any investigation. Does this look like "manufactured evidence?"

In the opening sentence of your editorial you use the word "dictates." This is obviously not the proper term. "Selects" would be better.

In the case of the cocoa investigation above outlined, ask yourself the question: "Do the customers of these three retailers decide on the brand each stocks in large quantities and *SELLS*, or was the brand that showed the largest sale in each store selected by the retailer?"

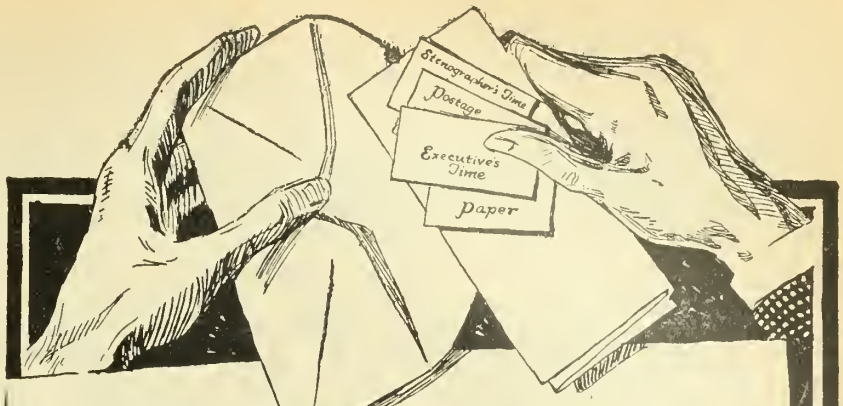
With regard to substitution we have repeatedly pointed out that it is poor business on part of retailers to substitute for the brand asked for without the consent of the customer; but if a customer asks for a line which the merchant does not stock, that merchant would be considered a back-number if he did not attempt to sell a product he has in stock. He would not stay in business any length of time if he did not do this.

That is an entirely different case of substitution from sending a customer a brand other than the one asked for without first getting the approval of the customer. If, too, a customer asks for a particular brand and the dealer feels from his knowledge and experience that he can offer a better or more suitable article for the money, it is his duty to make the suggestion that that line be taken. Every progressive dealer knows it would be poor business to sell an article inferior to the one requested.

Frank Stockdale, lecturer and student on retail business topics, who meets retailers every day, has read the series of articles in *Canadian Grocer* and stated to an executive officer of our Company, he was in entire accord with them. He would not interpret them in any way as being opposed to national advertising. He also stated that if a merchant did not have the line asked for by a customer he would be a poor merchant if he did not try to sell him the goods he had, provided he thought they would be suitable and give satisfaction.

Manufacturers, agency men and writers on advertising topics do not call on retailers every day as do the representatives of our business papers. The only way to get real facts—and it is real facts we are all after—is by personally meeting the retailer.

You have overlooked the point entirely that where there are a number of nationally advertised brands of a particular line on the market, the retailer cannot stock them all. He must select a line he can buy in quantity and while in the majority of cases the line selected may be a nationally advertised line, yet the retailer must consider the merits of all, both advertised and unadvertised, and he will select the line which he thinks will give



4 Cost Items
go into every letter

Save on one and you ruin the effect of the whole

Into every letter you write, there goes such thought as will result in that letter creating the desired impression on the man who receives it.

You dictate it with care to a stenographer, then you affix several cents' worth of postage.

The paper on which the letter is written is the fourth item of cost. By using a cheap paper you cannot save more than a small fraction of the total cost.

SUPERFINE LINEN RECORD

(Fac-simile of Watermark)

is Canada's standard high grade Bond Paper. The famous "R" Shield Watermark insures that strength, texture and bright "color" which enables a printer or lithographer to do his best work. Sample sheets on request.

The Rolland Paper Company, Limited
High Grade Paper Makers
MONTREAL

We manufacture a bond paper for every purpose. Look for the famous "R" Shield Watermark—it guarantees you Rolland Quality.

Superfine Linen Record — **Empire Linen Bond**
Earnscliffe Linen Bond — **Colonial Linen Bond**

Are You On?

Marketing

will come to you every month only when you get your address on our subscription list. Say the word—and send the two-spot.

E. ST. ELMO LEWIS
PERSONAL COUNSEL FOR EXECUTIVES

Reports on Sales, Advertising and Marketing Organizations; on Plans, Performance, and Possibilities.

"The Lewis Bulletins," issued Semi-monthly, free to Executives.

347 FIFTH AVENUE
NEW YORK

WE SPECIALIZE IN

FOLDING BOXES

CONFECTIONERY BOXES MAILING TUBES

ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL

Quality and Service

Dominion Paper Box Co., Ltd.

TORONTO, Ont.

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

his customers the best value for the money and which at the same time allow him a fair profit. National advertisers can do a great deal towards getting co-operation of the dealer by taking the pains to keep him and his clerks informed regarding the merits of the goods and also regarding the general publicity they are giving their goods.

The big point at issue in this whole series of articles has been whether the retailer should be a merchant giving advice and guidance to his customers or whether he should merely be a warehouseman who would give delivery to his customers of the things they specifically asked for. The success of merchants who are looked upon as experts proves conclusively that customers want to deal with men who have a thorough knowledge of the goods they are selling.

Manufacturers and others interested in distribution want to get at the truth. We are giving real facts and instead of curtailing national advertising we believe our articles are encouraging it because by backing it up with the co-operation of the dealer, national advertisers will secure better results.

❦ ❦ ❦

C. C. Ronalds, for a number of years past managing director of the Herald Press, Montreal, has acquired the business of the S. B. Foot Co. Ltd., a Montreal printing concern, and changed its name to the Ronalds Press and Advertising Agency Limited. Photo engraving and art departments have been added, and direct advertising campaigns will be a specialty.

Co-operation and Honesty

have in two and one half years built up the finest Envelope business in Canada, also a fine foundation for what we expect will some day be the largest.

We Lead in Quality and Service

TORONTO ENVELOPE CO. Limited

115 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 24,339
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 6,228
One daily in big prosperous farming district, one of the best markets in west.

Brantford, Ont., EXPOSITOR (E) 9,570
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,266
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 43,197
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE DROIT (E) 9,174
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000.

St. Thomas, Ont., TIMES-JOURNAL (E) 9,227
Only daily in St. Thomas or Elgin County. and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,097
Largest circulation in its trading territory. Oldest, largest and best medium.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service in Canada.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 29,009
April net paid 39,299. A select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,135
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Advertising Rates and Up-to-date Circulation Figures

of all important Canadian newspapers, magazines, farm, trade, technical, religious and other periodicals; poster, street car, engraving printing and other costs; enabling you to buy to best advantage and check your advertising bills. Also more than 10,000 facts and figures about the Canadian market. In the new

1919

LYDIATT'S BOOK

"What's What in Canadian Advertising"

Now ready. Price $3.00.

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W. A. LYDIATT, Publisher,
53 Yonge Street Toronto

"An A.B.C. report is the last word in any negotiations between a publisher and our purchasing department."

PAUL FAUST,

Secretary and Treasurer,

Mallory, Mitchell & Faust.

THE MACMILLAN CO OF CANADA LTD

TORONTO

April Third
1 9 1 9

Dear Sirs:-

Since in the past, I have been more or less critical as to the appearance, general get-up and content of 'Everywoman's World', I think it is only fair that I should give the Magazine voluntarily an expression of opinion of my present feeling in the matter

I could not have believed it possible to have made such radical improvements as has been done by your Editor in the last twelve-month. The paper is quickly becoming a formidable competitor to the United States papers, although of course, the circulation possibilities there are twelve to one compared with Canada.

I have expressed myself publicly a number of times and in various ways on the undesirability of permitting the present flood of magazines from the United States and therefore I think it is only fair to make public my feeling as to the vast improvement in your Magazine I am sure with its present appearance and readability, advertisers must get excellent returns for their investment

Yours very truly,

The Publishers,
Everywoman's World,

EDITORIAL MERIT--

The above letter gives the opinion of one of the leading literary men of the Dominion. Read and compare current issues of EVERYWOMAN'S WORLD—Canada's Greatest Magazine—and form your own opinion.

A magazine of such predominent merit is a good magazine to advertise in every month.

EVERYWOMAN'S WORLD

Canada's Greatest Magazine

TORONTO, - CANADA

Creed for Children

J. W. Hamilton, sales manager of Finch, Van Slcky & McConville, of St. Paul, Minn., and formerly a Stratford man, sends us a copy of a "Creed for the Children of Canada" which he is urging educational authorities to adopt. It reads :

I BELIEVE in Almighty God Who overruleth all things for His Purposes.

I BELIEVE in and reverence this Great Dominion, her love of Liberty and in her destiny as one of the world's greatest free nations.

I BELIEVE in her high ideals of Government, in her respect for Law and Order, a service of which I will be a part and which I will do my best to keep pure.

I BELIEVE it is my highest duty to obey her laws and to so live day by day a clean and upright life that I may be always worthy of her citizenship.

I BELIEVE in one Empire, one Flag, one Crown, and solemnly affirm that my allegiance to our Constitution and to my country comes before any earthly interest.

I BELIEVE that the children of all nations should have the freedom which I enjoy and I salute them in Peace and Good Will.

The idea is that this Creed should be repeated daily by the children in the schools for its effect upon their character and patriotism in after life. It has been approved by the Daughters of the Empire and others interested, and has been submitted to the Superintendents of Education of the various Provinces.

Can someone suggest a similar or suitable Creed to be kept prominently before the employees of our factories?

Bank Advertising Developing Along New Lines

Some interesting developments are occurring in the advertising literature of bank and financial institutions. During the past month, for example, the Royal Bank of Canada has issued an authoritative brochure on "Italy as a Field for International Imports and Exports" compiled by Credito Italiano of Milan, Italy, which is distributed among Canadian business men with a view to stimulating foreign trade. Other banks have recently issued publications dealing with exporting subjects along similar lines. Another Canadian bank has in preparation a directory of Canadian exporters.

Possibly some of our Canadian banks will shortly follow the lead of the National Bank of Commerce of New York and undertake the publication regular, each month or quarterly, of a periodical devoted to trade and financial matters. This bank recently started the Commerce Monthly, the second issue having just reached us. It contains articles on "Overproduction and Balance of Trade," "Legislation Affecting Business Men," "Wholesale Prices," "The Money Market," etc. This new conception of advertising and service possibilities in connection with banking promises many interesting developments in the future.

GROSS EXAGGERATION or CONSERVATIVE GUARANTEES

Which Do You Prefer?

When buying circulation, do you want to listen to salesmen who are instructed to exaggerate facts and quote bigger circulation than they ever had, at rates you know couldn't buy the circulation quoted—or do you want them to state facts and make conservative guarantees? Sometimes from reports made by our salesmen of how advertising managers pass on these exaggerated conversations to our representatives as facts, we begin to wonder at the way these exaggerations get across. But the

EVERYWOMAN'S WORLD

salespeople are instructed to talk ONLY One Hundred Thousand monthly, in spite of the following figures which will be substantiated by our A. B. C. audit:

1919	Net Paid	Copies Printed
January	108,131	118,000
February	105,259	118,000
March	102,721	117,000
April	103,758	110,000
May	105,604	110,000
June (estimated)	106,700	112,000

EVERYWOMAN'S WORLD rate of 85c. a line is based on a Hundred Thousand circulation only and this is the circulation our salesmen and literature always quotes, in spite of the fact that in the past six months, we have always printed in excess of 110,000 copies and have averaged a net paid of over 105,000 copies per month.

BUY CIRCULATION FACTS

(Guaranteed by the A. B. C.)

EVERYWOMAN'S WORLD continually keeps open house so that you or your representative may investigate the facts fully.

EVERYWOMAN'S WORLD

Canada's Greatest Magazine

TORONTO - CANADA

Members A. B. C.—Circulation guaranteed over a Hundred Thousand monthly.

Consider Them As an Investment

Consider these new "Office Specialty" Counter Height Filing Sections in the light of an investment that pays you real dividends in actual money saved.

In the first place "Office Specialty" Counter Height Filing Sections serve all the purposes of high-grade filing cabinets. And in addition they combine the function of an office counter. That's where your first dividend comes in—you save, in first cost, the price of a counter.

On top of this there's your dollar-and-cents saving represented by the floor space conserved. And at the prevailing rate of rentals this saving means quite a repectable figure on your bank balance.

COUNTER HEIGHT SECTIONS

If this were all the service these Counter Height Filing Sections performed you would even then be getting double value for your money.

But they do more.

They act as department divisions in an office when stacked together as shown in the illustration.

Any record in his department is available to the executive in half the time it would take the filing clerk to walk to the filing room.

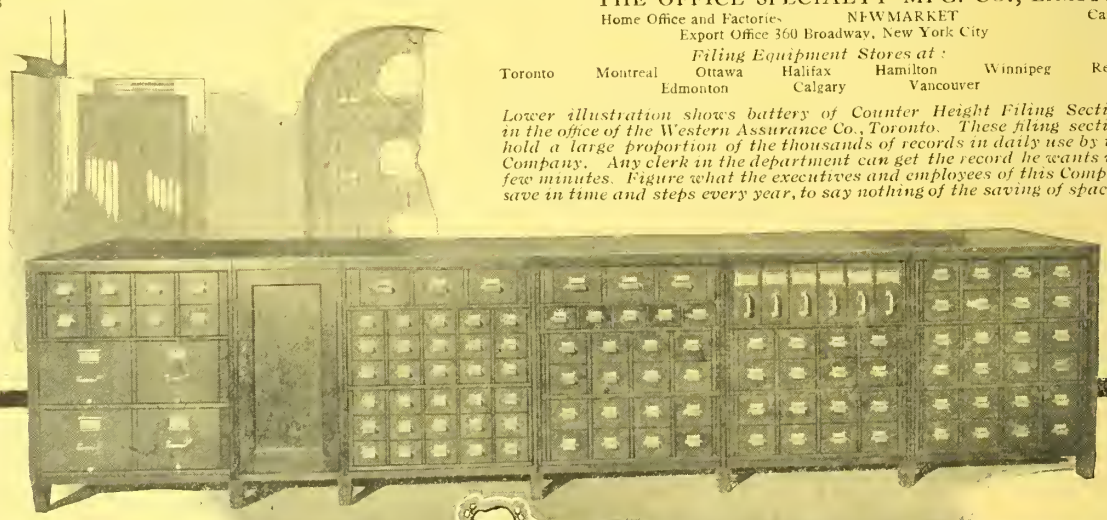
So besides the known savings they effect in space—and consequently money—they enable your clerks to get papers and records for you quickly—they save your time and the time and energy of your staff.

Tell your stenographer to type a memo today for descriptive folder "The Conservation of Space in Your Office." It's free.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office and Factories NEWMARKET Canada
Export Office 360 Broadway, New York City

Filing Equipment Stores at:
Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina
Edmonton Calgary Vancouver

958



Lower illustration shows battery of Counter Height Filing Sections in the office of the Western Assurance Co., Toronto. These filing sections hold a large proportion of the thousands of records in daily use by this Company. Any clerk in the department can get the record he wants in a few minutes. Figure what the executives and employees of this Company save in time and steps every year, to say nothing of the saving of space.

OFFICE SPECIALTY
LABOR SAVING OFFICE DEVICES "Y and E" TIME IS MONEY
FILING SYSTEMS

Marketing
and Business Management

Edited by
WALydiatt

MORE BUSINESS

THE ANSWER TO

HIGHER COST OF PRODUCTION

Probably there was never a time when you needed our services more than you do NOW, and will do for years to come.

Labour complications have diminished the hopes for lower production costs, except through decided savings by greatly increasing production, and the resulting reduction in overhead.

Clearly, that means the most careful advertising your product can have, for advertising of the RIGHT kind is the only assurance you can have of greatly increased demand.

Address nearest office.

A. McKIM, LIMITED

Advertising Agency,

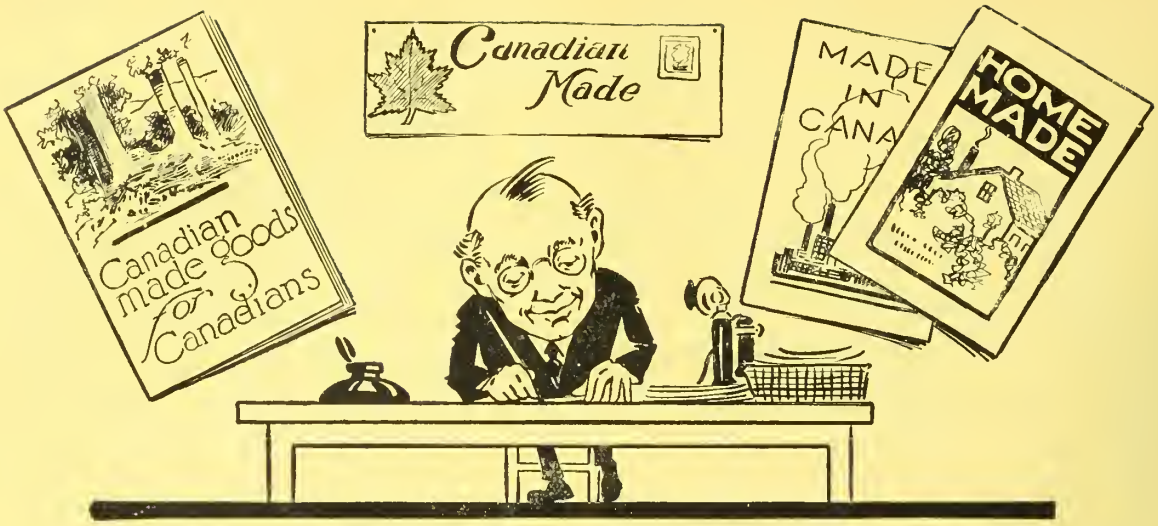
MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a Copy

JULY 1919

$2.00 a year



Consistency - *thou art a jewel !*

He uses a Foreign Made Printing Paper to Tell People to Use His Made in Canada Goods.

You see the point? He was sending money out of the country to tell people to keep their money IN the country.

Other things being equal, Canadian business firms should give preference to Canadian goods.

That is vital to Reconstruction—Reconstruction on a really sound basis.

What kind of paper has been used for YOUR printed matter? Hereafter, will you insist on Canadian made paper and raise the standard of your printed matter?

Look for this mark on the wrapper of every package of paper you buy.

The Better the Paper the Better the Booklet

War covered a multitude of sins—among them, poor printed matter. There is no excuse to-day. Paper is such a small item of cost compared with artwork, cuts, printing, and distribution, that you simply cannot afford to sacrifice selling value to save a few dollars on your paper.

Are we all agreed then?—the best paper the job warrants, and absolute insistence on Canadian made paper where equal value is obtainable—as it always is.

Insist on Canadian Printing Papers

Send for copy of "Some Facts About the Pulp and Paper Industry of Canada." Sent free upon request

CANADIAN PULP AND PAPER ASSOCIATION

137 McGill Street, - - - MONTREAL

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE"

Twice a Month
Beginning February 1st 1920

On and after February 1st, 1920, Maclean's Magazines will be issued Semi-Monthly on the First and Fifteenth of each month—being mailed to reach readers in all parts of Canada on the date of publication.

This change to more frequent issue is a natural step of progress which the outstanding development of Maclean's as a national institution seems now to demand.

Maclean's circulation of over 70,000 each issue gives a large national covering in Canada—one which is equal to a circulation of 1,100,000 in the United States, on a per capita basis.

The twice-a-month issue will enable Maclean's to give more timely treatment of subjects of interest and importance—in short, to better than ever perform the functions of a big national publication. It is a move that will be highly appreciated by our readers throughout the entire Dominion; and, because of the keener reader-interest created by the more frequent issue, it is a plan that will be warmly welcomed by our advertisers.

MACLEAN'S is the dominant factor in Canadian advertising and merchandising. Welding powerful consumer and dealer influence it supplies the very backbone of broad-gauged campaigns in this country.

Once a month now.

Twice a month, beginning February 1st, 1920.

A new rate card with full details on closing dates, etc., has been mailed to advertisers and agents.

In planning your 1920 campaigns do not overlook the fact that advertisers will have an opportunity to call twice a month at more than 70,000 of the best Canadian homes—the homes of the people of leadership and influence in each community from coast to coast—where Maclean's Magazine is a vital factor, standing first in their esteem.

A. B. C. Circulation figures furnished by Provinces and Counties or in Buying Zones

The Maclean Publishing Co.
Limited
TORONTO - CANADA

Also at Montreal, Winnipeg, New York, Chicago, Boston and London, England.

Does the Retailer Work With You?

Do you get the support and co-operation of the retail merchant, who is the ultimate salesman of your goods?

He is the final link in YOUR distribution. He serves YOUR customers—the people YOUR advertising brings into HIS Store.

Does he work with you—or is he only indifferent?

The Retail Merchants Globe.

THE FIRST PAPER OF ITS KIND IN CANADA

Secures Dealer-Support for Globe advertised Goods.

Many Globe advertisers already have taken advantage of the service of The Retail Merchants Globe. Many more are preparing to do so. Still more have written commending The Globe on its enterprise and activity in their behalf. Would you like to see a copy of this new and unique paper? Write us.

The Retail Merchants Globe goes under stamped mail to five thousand of the best retailers in Ontario. It gives each month the news of the retail and the wholesale trade. It tells of successful methods of retailing merchandise. It shows the retail dealer why it pays to push the advertised brand.

Write the Editor of The Retail Merchants Globe if you have a distribution problem in Ontario. Write him if you are making new selling plans. His advice may help you. It is free.

The Globe

TORONTO

W. G. JAFFRAY, *President* WM. FINDLAY, *Advertising Manager*

MEMBER A. B. C.

The Globe has by many thousands the largest morning circulation in all Canada. It differs from some other morning papers in that it has never used a circulation premium or circulation contest in its seventy five years. Independent figures show that it carries the most general advertising in Canada. It is the ONE NECESSARY MEDIUM in the rich Province of Ontario.

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 7 TORONTO, CANADA JULY, 1919

EFFICIENT SALES MANAGEMENT

The seventh instalment of Mr. Lewis's series of articles analysing the essentials of successful sales organization discusses the fixing of standards of sales efficiency. Need of standards in every organization strongly emphasized. To be continued next month.

By E. St. Elmo Lewis

SOME months ago I was called to a city where a large plant in the specialty iron and steel line was situated. The general sales manager, a man of unusual ability, a member of an organization that is known internationally for its efficiency, had, at the end of a four-day's convention of the sales force, awakened to a realization which he expressed as follows :

"I have a rather peculiar condition confronting me. During the years that we have been developing this business we have from the very beginning developed what we considered to be one of the most effective methods of training our salesmen in the technical requirements of our product. He knows how it is made. for what it is made, and has a knowledge of comparative values on goods competing with our own. He can talk technical results with engineers and experts of our possible customers This training has been successful. It has produced satisfactory results.

"During this recent convention we have endeavored to find out what more we could do to make these men *more productive*, instead of adding more men. A careful analysis of our sales results has indicated that many of our men were not getting out of their territories what they should. I have felt it was up to me to find out why. This has led me to give a deal of careful study to the quality of the body, mind and spirit of the men themselves. I have stumbled on a condition that calls for an entirely new kind of treatment than we have had heretofore. I find our men are well trained from a technical standpoint. I find however they do not know how to handle themselves to the best advantage. I find now we must teach these men to use what we have given them."

In other words, his men were trained in the science but not the art of selling. He was up against a condition where he realized that material standards, that technical standards, that expense standards, with investigation of territories and the standardizing of all of the information he has still leaves the great mooted question of the man himself. For instance, the question was put to these men as to how to train their wills and what they were doing for self-development. It was amusing, and somewhat disconcerting, to find that there was only the vaguest notion of what mental training really was. Notwithstanding the fact that many of these men were college and technical school graduates, they didn't understand the art of engineering themselves.

"Prove all things, hold fast to that which is good.. —St. Paul.

"The scientific man has learned to believe in justification, not by faith but by verification."—Huxley.

"Those who saw the effect of this knowledge and did not see how he could obtain it, regarded him as little short of an omniscient being. There was really nothing occult about Mr. Rockefeller's omniscience. He obtained part of his knowledge of other people's affairs by a most extensive and thoroughly organized system of news gathering, such as any bright business man of wide sweep might properly employ."—Ida M. Tarbell, "History of the Standard Oil Company."

Their sales manager, with the instinct of leadership, immediately realized that there was the crucial difficulty. He realized the real art of management to be getting men to manage themselves. The science of management lays down broad principles and decisions which guide the activities of the men in the field, but the art of management is to get the men behind these rules and play the game according to the rules realizing that the ultimate goal is to increase the net.

The very first requirement in the handling of this situation was to get these men hospitable toward certain standards that had been proved fundamental laws. To make them understand what was involved in the sale, and the necessity for them mentally to dominate the situation when they were going to make a sale. In other words, they had to know all that the technical prospect knew and, more than that, they had to know what he required—his needs. They had to know what he wanted, whether it was right or wrong. Then they had to know him as a man, in order to mold him in line with the project they were serving.

Selling the kind of iron to be used in an electric motor, for instance, isn't the same as handing out a Ford car to a man who wants it. Selling a second-hand Ford car against another second-hand Ford car for the same price becomes a problem of mentalities and personalities. In highly competitive lines a mere technical proficiency isn't enough. The personal equation comes in to muddy the waters, and the man who understands the personal element in such a condition is the man who can master the situation. The real master salesman, therefore, understands the standards of men as well as the standards of goods—and it was for the purpose of developing the man-standards in selling products that the sales manager had asked the advice of counsel.

Amasa Walker, in an article contributed to the "Journal of Political Economy" in May 1913, asked :

"Does any scientific management end when goods are loaded in a freight car? Is there no hope that the great business principles may be applied throughout the entire business organization—to distribution as well as production?"

Later on in the same article he queried :

> "How many producers have collected and organized all the business of salesmanship in their businesses and reduced the knowledge so far as possible to laws and rules? How many have made a scientific selection of salesmen? How many have brought together salesmen scientifically selected and a product scientifically selected? How many have almost equally divided with their salesmen the responsibility for selling their product?"

Here lies the whole crux of the situation. We progress slowly in establishing standards largely because sales managers have not yet learned to cooperate for the common benefit, because selling being a highly individualized process has been left almost entirely to the individual salesman. That is, he assumes there is no common basis on which experience may be formulated and standardized.

There are signs, however, of rapid changes in this direction. An effort is being made to organize the selling end of all business and industry. It is in the embryonic stage now, but it will ultimately get down to the investigation stage when trained observers and scientific men will be employed to find the common fundamentals of all selling.

The salesmen have themselves been the victim of the lack of standardization. They have urged that individuality and personality being unclassifiable, therefore was incapable of standardization. They have been the victims of their contention because the hire and fire testing of salesmen was therefore that "that was the only way to find men who could sell the goods."

In approaching the subject of standards in selling, it will be admitted in the beginning that such standards as are in use, are not generalized standards, but wherever an effort has been conscientiously made upon that part of the business to standardize this end, even the rule-of-thumb methods used by unscientific men have been responsible for some of the largest successes we have had. The establishment of the quota, i.e., where a certain, definite quantity standard of sales was given the salesman for his territory, was a long step toward the standardization of the task of the salesman. The quota was originally formulated on the basis of past experience and present sales requirement, but now a more advanced method is to formulate it on the basis of what the territory will produce.

The Object of Business

What is the object of a business? The object of business is to get its share.

What is the share of a business which doesn't know what the total is? It is quite obvious that you cannot state whether you are getting one-fourth or one-eighth of an apple unless you know the size of the apple. So, in determining whether you are realizing upon your opportunities, whether you are getting your share in the trade or not, you must know accurately what your share is. Therefore, the proposition of investigation, territorial opportunities, etc., as indicated already in this series.

The vital importance of this investigation to the whole scheme of selling becomes apparent when we come to the standardizing of the practice relative to selling. In order to standardize what we expect from a salesman, we must standardize what we expect from a territory.

This has been approached in a rule-of-thumb way. Recently I talked with an advertiser who proposed to put a new device on the market. I asked him what was his possible demand for it. He said he didn't know. An investigation quickly showed that only a small part of what would be necessary for a profit could be counted upon as a result of any effort he might put forth either through salesmen or by advertising. That saved him from a mistaken financial outlay.

In the establishment of any scientific method in sales, therefore, it is necessary to establish a thorough-standard in the mind of the management. Begin there first, then get the management to think in principles, laws, decisions, campaigns, and programs.

In a sales campaign, therefore, there are four or five fundamental standards to develop. These standards may be divided into policies which have to do with development and standards of performance, which may be called decisions, or the law of organization.

Personnel Standards

The standards as to personnel are in the most chaotic condition at the present time. On the one hand there are men who are operating along the lines formulated to some extent in the articles that have appeared in this publication.

On the other hand, there are those using the standards developed by Professor Walter Dill Scott of the Carnegie Institute and by Professor H. L. Hollingsworth, Columbia University, who approach the subject from the psychological standpoint. Then there are those, who, like Dr. Katherine Blackford and Dr. Norris A. Brisco, depend on the observational method. Undoubtedly all these have helped, because each has sought other experience than that of the individual to guide judgment. If business houses would even classify their own experience it would be a step in the right direction.

All sales managers admit the necessity of standardizing the methods of employing salesmen. Only a few are making any scientific effort to formulate standards from their own experience.

Mr. Frederick F. Taylor, fifth vice-president of the Metropolitan Life Insurance Company of New York, made an investigation of 23,599 agents appointed during the calendar years 1910-11-12-13 in the districts east of the Rocky Mountains for the purpose of finding out something more definite than the rule-of-thumb, hap-hazard checking would give, about why these agents, who are the salesmen in their company, left the organization, i.e., were unsuccessful.

For many years the problem of retaining the services of agents in the Metropolitan Life has been the chief feature of managerial study and experiment. Mr. Taylor recently published his findings in a report entitled "Finaled Accounts" with the object of placing before superintendents "broader data that will supplement, check, or confirm their judgments, which until now have been based on comparatively narrow fields of individual observation."

Some interesting results are indicated in Mr. Taylor's report. Probably one or two findings will be sufficient to give an indication of the value of standards derived from individual experience.

In selling life insurance, 18,445 men appointed during four years were under consideration. With respect to these Mr. Taylor says :

> "In the practical work of selecting agency candidates the previous occupation of the candidate is probably the most important as well as the most concrete aid available to accurate selection."

Mr. Taylor's report showed that those groups with previous salesmanship experience last longer than those without such experience. Salesmen appointed from sedentary employments, such as office clerks, teachers, lawyers, etc., on the average lasted the shortest time. They didn't stick. Blacksmiths, carriagemakers, basket makers, soapmakers and boxmakers made a favorable showing while experience with public service employees and with barbers, telegraphers, etc., indicated that any superintendent should be careful about selecting people from these vocations. Experience with races indicated very clearly that Hebrews and Latins stuck longest and had the highest percentage of persistence.

The effect of previous earnings on the appointment of men in Mr. Taylor's report showed clearly that men who were used to earning a comparatively good salary would not long continue to work for an average of less. His experience also indicates that married men with no children operate to a disadvantage in all respects, single men were much less likely to produce results than married men with children. Mr. Taylor was willing to go on record as saying :

> "With but minor variations we were able to deduce from this experience the rule—the larger the family, the better the agent."

Mr. Taylor states another very interesting fact in analyzing why certain lines of clerks fall down, showing clearly the necessity of taking into consideration the bias of the employer. Skilled mechanics made better agents than office clerks, not always because the office clerks were poorer, man for man, but because the employer had the idea that clerical efficiency called for a better mental training than mechanical efficiency and allowed them to go to the field with less complete training and less scrutiny than mechanics, and they have been accepted more readily, with the result that more poor than good ones have been appointed. This bias on the part of the employing agent largely penetrated the different classes indicated on the report.

I remember several years ago I had to analyze the jobs in a department, when the results had been very unsatisfactory. Because there was no opportunity to make the necessary expenditure for a careful analytical study I had to fall back on group judgment. I distributed to each of the members of the department a carefully

prepared sheet asking each of them to formulate the qualities that he thought were necessary in the particular job he held, then I asked the supervisor to formulate what he thought was necessary in the job, then I asked each of the department heads who came in contact with the supervisors to indicate on a chart, the figures running from 1 to 10, what they thought the qualities of each of the men holding these jobs were. While this, I grant you, was the rule-of-thumb method of getting at it, yet the group judgment led to some remarkable results.

The efficiency of the department was increased a great deal by the changing of some men in connection with the jobs and by the elimination of others.

Mr. John M. Bruce, formerly sales manager of the American Tobacco Company, has developed the group judgment in a very interesting fashion, and has certain standard tests for physical fitness, imagination, discernment, tenacity, address, personality. Each test is given a value; for instance, personality in salesmen selling to small retailers counts for more than in a salesman selling in the purchasing agent lines.

Standard of Sales Efficiency Centre

Ask the salesmen of different organizations, selecting any number you desire, and you will probably find the majority of them convinced that they are worth a great deal more to their organizations than they get. The average salesman never yet understood *overhead*. He rarely understands the reason why his firm cannot make just as many different types of product at as low a price as any competitor can make.

These two weaknesses spring from the same fault, i.e., the salesman is not educated in the business side of his product. He may be trained in the technical side of it, but he is not trained in the business side of it; with the consequence that he finds great difficulty in harmonizing his information, thought, and sense of fair treatment with the policies of the house.

Many organizations in their endeavor to train their salesmen in business standards have adopted standardized methods of making a sale, standardized methods of rewarding, and standardized methods of determining his efficiency.

THE CAPTAIN KIDDS OF ADVERTISING

Do they get your goat? Or do you buck the bold, bad buccaneers, and thus manage to have your name gradually drop off the "sucker list?" Really, it's so easy to get money this way that it is little wonder so many keep at it

Written for Marketing by C. W. Stokes

An advertising man of my acquaintance who was after a bigger job somewhat startled the head of his prospective firm, at the first interview, by asking him whether he regarded advertising as an investment or as a charity. Requested to explain further, he did.

"The time for plain speaking, Mr. Blank," he said, "is now. If I get this job, I'd like an understanding that any man who comes to you selling advertising space will be referred to me or that at least my recommendation will be asked, especially if he came to me first and I turned him down."

Mr. Blank hummed and demurred a little, and said that of course he understood that, etc., etc.

"That settles it, I guess," my friend answered. "There isn't a day passes now that some smooth guy with an anniversary number doesn't hold up one of our directors with whom he's connected by marriage, or some idle woman whose idea of war work is to organize Allied Bazaars for her own social aggrandizement, doesn't stick the old man for an ad in her 'programme.' The first I know about it—I, who am the advertising manager—is when I get instructions to prepare copy. I wouldn't mind so much if they wouldn't insist on charging it to advertising—but they do."

The number of worthless propositions which face and often force themselves upon the Canadian advertiser is enormous. The small advertiser suffers equally with the big from the impositions of the pests who promote these parasitical schemes, who use every kind of wile to extract orders from their unwilling victims. It is so hard to escape them, too. There are reasons of policy why one should take space, fear of offending somebody big, friendship with one of the Hon. Patrons, or in the case of small store-keepers who are dunned for advertisements in such things as athletic programmes, veiled hints of boycott unless they "come across."

How many dollars did you pay out last year for space in the programmes of the Umpires Daughters, Sons of Toil, or the Umpty-dump Employees Benefit Association? How often did you come across with a twenty or fifty dollar advertisement for the monthly magazine or year book or souveniry publication of the Amalgamated Society of Hold -up Artists, so that you might be recognized as a friend of the "labor interests" freight handlers, dock-workers, or the returned soldiers? And how much of what you paid actually got into the treasuries of the "organizations" you were supposed to be benefitting? You're bothered a lot, perhaps, with solicitations of this sort and "it's easier to give 'em a few dollars to get rid of them." Did it ever occur to you that you are contributing to the maintenance of a nuisance, and in many cases an outright fraud, and that your "contribution" is used as an endorsement of the proposition to get dollars from many other "dough-nuts?" Do you realize that this sort of thing is responsible for the waste of some hundreds of thousands of dollars annually in Canada? Can't prevent it. Of course you can. Many concerns do. A policy of polite but firm refusal to consider any but regular issued publications—with no exceptions—will soon result in your name dropping off the "sucker list," and save you these "annoyances." Special editions, programmes, year books, organs and all sorts of advertising propositions which are "toward the support" of any organization, labor, charitable or any other, and which are not strictly a medium to directly promote the sale of your goods among those getting the publication—can readily be classified and identified, and should invariably be put in the "nothing doing" class. These nuisances persist only because reputable concerns encourage them.

EDITOR.

The Bigburg *Bugle*, for instance, conceives the notion of getting out a Publicity Edition, which shall be representative of the 'stor'nary progress made in industry, commerce and agriculture by that thriving community and which, penetrating to the farthest ends of the earth, will carry to palpitant manufacturers elsewhere the glad tidings of how much more business they could transact if only they located in Bigburg. This notion, laudable in itself, has the added advantage of leaving a very handsome surplus for the *Bugle* after the payment of expenses, including the very heavy commission paid to the imported solicitor who stuck Bigburg's merchants for a page each. The joyous days of the special edition, despite the advance in the cost of white paper and the spread of education, are far from love. From present symptoms, they seem to have emerged from the eclipse into which war plunged them.

Or the *Bugle*, maybe, frames another kind of holdup, staged this time by home talent. It is so easy—all you have to do is to publish a Christmas Shopping Supplement, or an Easter S.S., or a Halloween S.S., and you can get 'em coming and going. That lushy write-up you promise them in your page of "Suggestions for Papa's Present," doesn't that fetch 'em? They don't dare stay out after you hint that Smashen's Emporium, their biggest competitor, has taken a half page next reading matter. ("reading matter" is good!) Or there is a convention in town, and the *Bugle's* advertising manager is out after the scalps for as many pages as he can get under the caption "Bigburg Welcomes You!"

The worst kind of charitable advertising is that which comes under the disguise of patriotism. See, how was it Dr. Johnson defined that word? With the Boy Scout Athletic Afternoon, the St. Magdalen's Parish Magazine, and so forth, the advertiser uses his own discretion—including them, often, as

recognized items in the cost of doing business. But when the local Four Hundred organize an amateur performance of "The Pirates of Penzance" for war-relief ("the whole of the proceeds, Mr. Jiggs, will be handed over to the Red Cross after the deduction of expenses"), he is powerless. When the local I.O.D.E. has a "bridge" for the Belgian Relief Fund, he is stung for prizes. And not least, he is practically conscripted into advertising in the scores of mushroom military papers started all over the country, and promoted, very often, by predatory advertising solicitors working on a commission basis.

Bear in mind that these "advertising mediums" are not fake ones. If they were, it would be easy to deal with them, although, incidentally, the so-called Fradulent Advertising Act (Section 406-a of the Criminal Code) operates only from the reader's end. It says, in effect, not that you shall not sell space in fradulent advertising schemes, only that you shall not use fraudulent statements in advertising copy. At any rate, the advertising fraternity of Canada have not yet had the courage of applying it ad unguem. These schemes are real so far as externals go; they are generally engineered by responsible organizations whom it is difficult to avoid offending by a refusal or by the relatives of influential men in the community. The "productions" do indeed reach the final stage of publication, although I submit that there is generally a laxity in regard to auditing their circulations. But as regards advertising value, they are nil.

We tried a solution of it when I was secretary of the Calgary Ad Club, adopting a similar method to that which has, I believe, been tried elsewhere. We suffered excessively in the west at one time, not only from the special edition, but also from that species of phylloxera, the perambulant initiator of booster publications. In those days—especially during the big real estate boom—a loquacious individual would blow into town, interview the Board of Trade and the mayor, and promulgate his scheme, which was to produce a handsome portfolio of boosterisms, ranging from a rhapsodical review of the circumambient natural resources to views of where Jiggs, our well-known hardwareman, lived. Consent to this kind of buccaneering was seldom withheld, especially as it cost no civic organization a cent; and the next step was to enthuse Jiggs, Biggs, Riggs, and the rest, at so much "per" for the write-up of their business amongst "Our Progressive Merchants" and pictures of their residences. The scheme seldom failed, until a longer succession than usual of hiatuses—which is to say, the non-appearance the book itself and the disappearance of its compiler with Jiggs' certified cheque—put what the vulgar call the kibosh on this practice. (Please understand that I am not writing of any one city in particular) Photographic Galleries of Local War Heroes, sold by subscription only, the "annuals" of non-existent Labor Associations, Brotherhoods, and so forth are implied.)

Our solution was a protective service for our members. "Here," we would say to a member, "is a wall card, denoting that you are a member and will not listen to any advertising proposition unless it is endorsed by our Vigilance Committee." Every advertising solicitor who calls on you with a proposition you don't know, you will please refer to us." This sounded like business; but there was an artful snag. No committee could endorse—it could only investigate bona fides. We could insist on an applicant for investigation submitting proofs of publication, circulation, and financial standing, but we could not say "This is a good advertising medium," because it might be good for Jiggs but bad for Biggs. All we could do was to award a certificate stating that the bearer's bona fides had been approved, adding "Of the value of this scheme to yourself, you alone must be the judge."

Here, of course, was a complete nullification of intent. It left a loophole that offered not the slightest obstacle to the worthless through non-fraudulent proposition. In fact, it generally strengthened that proposition. Again, this protective service could not be effective anywhere unless it were universal. Even if every advertiser in town belongs to the Advertising Club—which in prospect is Elysian—every advertiser is not automatically going to obey—or remember, if you prefer the gentler term—his obligations in regard to listening only to o.k.'d schemes. Biggs will take a page because he hears Jiggs hasn't and he thinks he will "scoop" Jiggs, or perhaps because the solicitor gives him to understand, in am ambiguous way, that Jiggs has when he hasn't. Or he will follow the very common method of signing on the dotted line first and investigating afterwards, generally to his discomfiture—the usual outcome of which is a howl that the Vigilance Committee is no good and should have been on the job.

Finally, this form of censorship is necessarily local in its application, and does not co-ordinate with advertising desires and knowledge in other cities. Any fake proposition might encounter the insuperable opposition of the Advertising Club in, say, Montreal, but might go to Winnipeg and find the club there working on other standards and quite tractable, and even failing that, it might go to some point where there was no association of advertisers of any kind and clean up the town.

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It is reported that Curtiss Aeroplanes & Motors Co., will shortly put on the Canadian market a new phonograph called the Aeronola.

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Stuart's Limited, of Windsor, jam manufacturers, will shortly inaugurate an advertising campaign through the Norris-Patterson agency.

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The Standard Auto Service Limited, Toronto, is advertising for subscribers to its auto supply and repair service. The account is handled by Desbarats Advertising Agency, Toronto office.

❦ ❦ ❦

The Standard Silverware Co., of Toronto, are planning an advertising campaign for their flatware, to appear in a list of magazines and newspapers. Norris-Patterson, Limited have been engaged to prepare and place the campaign. The copy will emphasize the silver inlay feature and the superplate, advantages which are said to give the silverware greater durability at points of wear.

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The current campaign of the Atlantic Sugar Refineries is making a strong feature of the package. Striking displays are used in the newspapers, supplemented by a poster which is the most attractive which has appeared on the boards in many a day.

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Sales Department Activities

As outlined By Fowler Manning, General Sales Manager of the Winchester Arms Co.

Sales research and investigation.

Selection of new products and styles.

Standardization of products and styles.

Planning of containers and methods of packing.

Formulation of sales policies.

Determination of methods and programme of distribution.

Preparation of master plan of advertising.

Detailed planning and execution of advertising.

Preparation of catalogues and other product literature.

Planning and installation of exhibits.

Determination of sales budget.

Determination of master sales quotas and shipping schedules.

Formulation of bonus and other cienntive plans.

Determination of selling prices, term and discounts.

Preparation of selling equipment.

Preparation of procedures to standardize programmes, methods and equipment.

Inspection of maintenance of policies, programmes, methods and equipment.

Planning and inspection of graphic controls of sales operations.

Maintenance and supervision of sales production forces, field, branches, home office.

Maintenance of selling equipment.

Execution of distribution programme.

Maintenance of selling schedules and quotas.

Maintenance of exhibits, supervision of shooting campaigns, etc.

Maintenance of gun repair service.

Issuance of detailed orders and schedules for maintenance of stock of finished goods.

Planning and scheduling of shipments.

Pricing of invoice tickets.

Maintenance of correspondence and service work.

Maintenance of credit research and records, follow up collections.

IF YOU'D MAKE YOUR LETTERS BETTER

Read what these experts say about how to make business correspondence more effective. Here's the "meat" of the best addresses before a Better Letters Conference of the correspondence chiefs of some of the biggest firms on the continent. From the report of the Better Letters Association.

THE first sentence of sales letters is either going to kill your letter or otherwise. The psychology that I have for the first sentence was learned when I was on the road as sales manager of a little concern up in Michigan a good many years ago. I went over the territory with a man who didn't seem to be producing very well. We sold a line of perfumes. We went into a druggist's one afternoon and this is what he said, handing the proprietor a bottle of perfume, "I represent the So-and-So Chemical Company and we have a nice line of perfumes and I think it will make you a good seller," or words to that effect. The druggist looked over his shelves whereon he had as many kinds of perfume as the grocery store has kinds of breakfast foods, and he decided that he was not interested in our particular perfume.

In approaching the next place it seemed to me that we ought to try a new point of contact, in other words make our first sentence psychologically correct, so I made this suggestion, "When you go into this man's place of business hand him the bottle of perfume and say something like this, 'Here's a perfume, Mr. Jones, which will make you 40% net profit, and if these sizes don't sell, we will exchange them for sizes that will sell in your community." Immediately we developed a point of contact there which was right. It emphasized a cash profit to the man to whom we were talking. That was the kind of psychology that I brought back from that trip and ever since have been putting into my letters.

I remember one time an organization sent out letters on Thanksgiving dinners reading like this:

"To the Public Spirited:

"It is with pleasure that we announce the thirteenth Annual Thanksgiving Basket Dinners to the worthy poor of the River Ward District and to give you an opportunity of helping us."

It's the first time in my life that I knew anybody ever took pleasure in the fact that there were so many poor people that they had to give away good Thanksgiving dinners.

"In all our history we have never been able to meet the demand made on us."

In other words, our cause has never been worthy enough to solicit enough money in any campaign season to put this thing across. So we rewrote that letter the next year to try and get bigger returns. We put into it, if you please, the correct psychological appeal to the sympathetic nature of people. We addressed this:

"To the Man who Expects a Big Thanksgiving Dinner:

"If you could see the joy that comes into every home when we deliver our Thanksgiving Basket Dinners, those which generous men like yourself have made possible, you'd go the limit in giving this winter. I tell you, it means more than you think, down here in the River Ward District. There is so little happiness, so little sunshine and so few red letter days for the youngsters"—not the old folks, not the poor, crushed souls but the youngsters, the chaps that ought to have a wishbone every Thanksgiving—"that these big baskets, laden with so many good things, often dim our eyes with tears when we see what a comfort and pleasure can be bought with so little money.

"Sixty cents will make a family of five happy and thankful."

In other words, if you gave sixty cents to this cause, you could sit back in your easy chair on Thanksgiving Day and say, "Well, I know five people that are getting a full stomach to-day, anyhow."

"Six dollars will fill the hearts of fifty people with joy and make them forget the unsatisfied hunger of the day of week before. Will you help? It will be just great if you will. So many hungry, discouraged people need it worse than you think!

"I am going to count on you to send your check."

Then followed the name of the treasurer, and we know from actual fact that that letter produced many times the returns the former letter did, simply because it was the correct appeal to the sympathetic nature of people along with subtle flattery, reiteration of the idea that every man can help, and the appeal that "You, Mr. Reader, don't want to let the youngsters go hungry." It got across. Those principles can be applied in any sales letters of that character that you may write.

You can write a letter for a theatre, a park, a summer resort, a boat trip, a tour by land that will do the work every time. You need only to appeal to the pleasure-loving nature of your prospect. One year I thought I'd take my family to the seashore. I wrote to various places, and this is one of the replies. I'm going to read part of it.

"I have your letter of the 24th inquiring as to rates, accommodation, etc."

and right there he hit me hard because he talked about rates,

"at Ocean Nook. We beg to enclose herewith a map showing location of rooms and submit for your approval the following rates:

1 person.....$17.50
2 persons..... 28.00

and so on.

"Under separate cover I have mailed one of our booklets which will give you a very good description of Ocean Nook. We will be glad to answer any further questions regarding Ocean Nook."

I didn't go to Ocean Nook. There was absolutely nothing in that letter that made me at all anxious to have that book when it came. I didn't say to my secretary, "Please be sure to get that book to me the very first minute it comes in, because I want to see all about that place." But it seems to me if I had written that letter it would have been a direct appeal to the pleasure-loving instinct. Something like this:

"You will enjoy Ocean Nook, for you can do the very things you like to do when you forget business and household cares. Tennis, bathing, fishing, side excursions to nearby points fill up the days and the ocean-cooled nights make sleeping a pleasure."

Now I am going to work in the diagram or map to which he referred but this is going to be a real attractive diagram. You will recall his diagram simply showed where I could spend $17.50 per person.

"The enclosed diagram will show you at a glance that every room faces the ocean, and a wonderful circulation of air is maintained at all times."

I leave it to you that this is a more attractive diagram than the one previously referred to.

"You will be glad to receive the booklet which I am sending you under separate cover. It goes into detail and describes the beauties of Ocean Nook in a manner second only to seeing the sights for yourself.

"The rates are reasonable and include every expense. Send me details of your party and I shall be glad to quote you rates in keeping with the service rendered."

In other words, if I wanted a suite I could have it at one price and if I wanted a poor man's room at the other end of the hall I could still get it. I leave it to you if Ocean Nook isn't more attractive in letter No. 2 than it was in letter No. 1.

A certain man who made apple butter sent out the following letter, but I don't believe it would ever induce a person to buy his apple butter:

"Dear Madam:

"When placing your next order for groceries, be sure and include a jar of Chicago Brand Apple Butter. You will find it delicious and wholesome."

An appeal to the taste should have been made in the first paragraph of this letter. See if this doesn't carry a stronger appeal:

"Dear Mrs. Smith:

"Three times a day you can serve Chicago Brand Apple Butter and never tire of it. In the morning, an ideal

spread for bread, toast or hot rolls. At noon, salads, sandwiches and cold meats are made appetizing and refreshing by a liberal use of this preparation; and when it replaces hot, unhealthful condiments at dinner, not only are meats and vegetables more delicious, but they are more easily digested."

It is healthful, she can use it at any time, it doesn't spoil, it's good for the emergency, it's easily digested. It is this kind of approach that will appeal and make the housekeeper feel that Chicago Brand Apple Butter is really an essential part of her home life and cookery.

Adjusting Complaints

You all know of certain "claim departments" in which the attitude seems to be that the customer has no right to complain, for the company can do no wrong, and the letters fairly radiate this atmosphere.

Some organizations carry on this work in such a precise, legal, cold-blooded manner that the whole smacks of court procedure with complainants and defendants presenting their cases and eventually arriving at decisions that leave both dissatisfied and prevent a continuation of friendly business relations.

A point that is many times overlooked is the fact that large sums are spent in securing new business, but the appropriation for keeping it is so small that it becomes quite negligible.

Adjustment letters are among the hardest kind to write. Usually the customer has a grievance, and this very attitude on his part makes it imperative that the correspondent use the utmost care in handling the situation. First of all he must assemble complete facts and then place himself in the position of the complaining customer.

It is impossible always to expect customers to register complaints in a cool and calm manner. Consequently a great many complaint letters are harsh, sharp and quite offensive; and it is a natural tendency of red-blooded people to reply to the customer in a like manner, especially if the correspondent feels that the complaint is unwarranted. However unjust the complaint may be, the adjustment correspondent must never let such feelings get the best of him. His replies must simply contain accurate statements of facts set forth pleasantly. He must sympathize with the customer for any annoyance encountered, regardless of who is at fault.

If a customer is not wholly satisfied with a decision, it is very often advisable to ask him what he would regard a just settlement. Usually he asks for less than you would have given him. If by chance he should ask for more than you think fair under the circumstances, it is good business to grant it since you have asked him to solve the problem. Such procedure should be adopted only in special cases.

There is nothing more powerful at times when at fault than frank admission and an honest endeavor to prevent recurrence. Sincerity of this kind is respected and trusted. It makes for confidence.

Promptness in making replies is equally as urgent in the adjustment department as it is in the quotations or any other department. The customer will respond to good treatment of this kind.

In reports of shortages, the shipper quite frequently takes the stand that the customer must be wrong, since a very efficient method of tabulating and packing is employed. In the end credit may be issued for the goods, but it is usually done in such a manner that the customer is made to feel that he is getting something to which he is not entitled. Usually the same person who handles a shortage complaint in this manner never questions a report of an overshipment, but immediately sends along an invoice to cover the extra quantity.

Complaints should be handled to the complete satisfaction of the customer and with the fewest possible number of letters.

If in doubt regarding the correct decision, after all facts have been reviewed, put it up to the customer.

If the customer's stand is absolutely arbitrary and the situation has reached the point where correspondence cannot effect a satisfactory agreement, ask the resident representative to look into it.

Endeavor to put yourself in the place of the person making the complaint.

Put yourself in the place of your firm's representative who makes the next call on the customer.

Treat small and large claims according to the same principles. The granting of a small claim simply because it is small may start a troublesome precedent.

Keep on intimate footing with your men on the road. They settle personally many situations similar to the ones settled by mail and can give interesting and instructive accounts of instances involving technical and mechanical difficulties, which will enable you to handle future occurrences of the same kind without taking the time that your representative should be devoting to creative endeavor.

Every-Day Letters

Every letter is a sales letter. The regular daily correspondence, especially the adjustment letters and the credit and collection letters, constitute what we may call "the service end of selling."

No business can make good over a long period without maintaining service, and the house which gives attention to the correspondence of its sales department to the neglect of that of its other departments is failing to maintain service and is creating a heavy turn-over of customers with resulting economic waste.

I have become convinced that the young sales letter writer is apt to think first of the frightful difficulty of securing and holding attention, whereas he should think first of the greater difficulty and importance of securing and holding confidence.

We are all very imitative, and we learn largely by watching what other people do. Is it not true that the bad habits of exaggerated language into which many letter writers fall are produced by imitating bad examples and that they choose this type of example because they give first consideration to the way in which people are sold, whereas they should make their primary study the way in which people buy? Do I make myself clear on that point? I am sure that every trained sales letter writer who is successful, has consciously or unconsciously referred to his own experience and has asked himself, "Why did I buy this suit of clothes, or this pair of shoes, or this automobile, or this multigraph?" And then he has observed or inquired why and how people buy.

In credit and collection letters it is good tactics to assume at the beginning that the customer will pay. I think it is likewise good tactics for the sales letter writer to assume that the customer will buy. Do not think that by this I mean we should assume too easily that success has been reached. We should not stop selling until the goods are sold and the money collected.

We should put plenty of effort in these letters, but not too much, lest they defeat their own aim; lest they spell anxiety rather than confidence; lest they create resistance in the mind of the reader, rather than reduce resistance and make it seem natural, the most natural thing in the world, to buy your goods.

We have all heard this doctrine in many forms before. We all know that a salesman should first sell himself. If a salesman is working for a house which he cannot respect, is handling goods in which he has no confidence, he had better get out and go somewhere else. For how can he create confidence in others which he does not himself possess? And we all know that our customers are our best salesmen.

We say that the sales letter must lead to action. A recent investigation showed me afresh the impossibility of leading a man unless you know yourself where you're going. I recommend that, if the first principle which we inculcate be the securing of confidence, the second principle be that of plan, for it is plan which brings success. It is the general with the plan for defeating the enemy who wins campaigns; it is the man with the plan who always leads the other men without plan in the direction which he wishes to go.

Every letter should have a clear, logical structure. You have all seen many letters of the kind which continually turned up in the investigation referred to—letters which were a mere job-lot of random ideas, of talking points thrown together haphazardly. So far from presenting a paved road to action, they presented a pile of stumbling blocks, which increased the reader's mental confusion. A clear, logical plan, no matter how simple, proceeding from one point to another, should stand out distinctly in the letter. It should follow some known law of thought, like the law of proceeding from cause to effect, or from the particular statement to a general conclusion, or massing facts behind an assertion—such a logical array of ideas is a fundamental necessity if the reader is to be led to action. For you cannot lead a man safely unless you know yourself where you are going; and unless your path be plainly marked, certainly you cannot lead him with confidence. If you are to be his guide, and he is to trust your goods, he, too, must see that path.

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Geo. E. Scroggie, advertising manager of the Toronto *Mail & Empire*, was elected a director at the recent meeting of the National Club, Toronto.

WHEN YOUR PRICE IS HIGH

The goods must be made to seem more desirable.
How selling methods can be keyed up to meet this situation.

Written for MARKETING By J. F. Beale, Jr.

PERHAPS there will always be two classes of manufacturers in the production of most lines of goods whose methods are as far apart as the poles.

One of these classes estimates and produces on a strict basis of price competition, and the other figures and works on a basis of quality. A few come in between, but the two general classifications stand.

Invariably the quality manufacturer knows his price is high, and his selling methods must be keyed up to that situation.

As a matter of fact, the quality manufacturer really ought to see that his prospect is absolutely "sold" on quality before he mentions price or makes an estimate. He should make every effort to keep himself out of the price competition class.

However, there are always dealers, purchasing agents and others who want quotations or estimates on quality goods for various reasons. Some like to see just how much their alleged saving is when they place a big order with a non-class, price competition bidder. Others want to make a showing with their employers and associates.

Still others start out with the intention of buying "class" and finally land with the price cutter.

Then we always have with us in every line the manufacturer who can and does produce quality goods, but when he knows price is a big consideration with a prospect, cuts and slashes either price or quality—sometimes even both. In other words, he stands on either one of his two legs—price or quality—as he thinks occasion requires.

Recently I had a most interesting two hours talk with the chief executive of a factory making fine collapsible pure tin tube containers for tooth pastes, creams and ointments. He told me of an incident in his experience that cannot but prove very helpful to every manufacturer and salesman who reads it.

This factory makes the highest quality collapsible tubes on the market and enjoys a very large trade. They are about to greatly enlarge their factories. They are just emerging from an eight months period in which they could accept no orders, being filled up on a schedule of long working hours at a forced rate of production.

Let me preface the history of his getting a big order at the highest quotation by the explanation that all their estimates and quotations are based on the one fair percentage of profit, and that the higher price is occasioned by the greater amount of labor involved in making a superior product.

The case in point was a Western manufacturer of a toilet preparation put up in collapsible tubes. He asked for quotations on 5000 gross. The manufacturers price was 20 cents a gross higher than any other bidder, and he knew it.

So he took the quotation in person instead of mailing it, a wise move, when possible, in cases where something vital requires explanation.

The purchasing agent wanted to place the order with the manufacturer in question, but when he figured out that 20 cents a gross made a difference of $1000 on the order, and orders are placed three or four times a year, he decided otherwise.

Mr. Manufacturer was told the circumstances, he said he was sorry to lose out, but he couldn't shave his price a point.

He had gone out there with a definite object in view. It was to convince the prospect once and for all that the 20 cents a gross higher price was fully justified. If he succeeded at the beginning he wouldn't have to repeat the operation with each order.

Things went his way pretty well. The purchasing agent was very sorry. Would the manufacturer as a man interested in machinery and factory operation, like to go through the plant? He would, and he did, and this is what developed.

When they got to the tube filling room, a boy was crossing the floor to a filling machine with a box of a gross of empty tubes.

"May I see that box" Mr Manufacturer asked? "Certainly" was the reply, and the boy was called over.

Mr. Manufacturer took out a fresh, perfectly clean handkerchief, turned the box upside down on it, carefully picked up each tube and placed it in the box, emptied the remaining contents of the handkerchief into his hand, and it actually filled the palm.

This refuse was carefully examined, and found to contain dust, tiny particles of tin, excelsior, cotton fuzz, etc.

The purchasing agent upraided the boy who was taking to the filler tubes that had not been blown out and sterilized. Then he and the manufacturer went back to the office.

The manufacturer came away with the order at the 20 cent higher price for the purchasing agent was in just the right frame of mind to agree that the manufacturer could blow out and sterlize the tubes at less expense than he could, and that the advantages of receiving the tubes in hermetically sealed cartons was worth something.

To drive the point home the manufacturer told of a legal case in which he had been a witness. The Plaintiff had used an eye lotion contained in a collapsible tube. This tube had evidently not been blown out and sterilized for a very tiny particle of tin was rubbed in the Plaintiff's eyeball, causing great suffering and necessitating a minor operation.

He fortified this by a careful description of his factory, the wonderful system of preserving cleanliness and sanitary conditions, even to purified air supplied to drying rooms, etc.

Price competition tube makers won't get a chance to bid on that particular business.

The lesson for every manufacturer and salesman is, I think that he should seek and make opportunity to demonstrate in person the actual supremacy of his product, and the practical value of that supremacy to his prospective customer.

In these days, when a higher price is quoted on any line of merchandise the prospective buyer may be counted on to have a strong desire to be "shown." It is plainly up to the manufacturer and salesman to do this.

I know of one large printing house in New York that stands at the head of its trade in quality production.

Naturally its reputation operates to bring it a great many requests for estimates, and an advertising campaign which it conducted this Spring was so resultful that it was obliged to engage an additional estimator.

This house does printing for some of the best concerns in the country, but never on a competitive basis. It always refuses reprint work from plates that have already been made and printed from.

In its solicitations and correspondence, it always keeps before the prospect or inquirer the fact that it does only high class work in a high class way. The prospect is prepared for a price that will probably range from 10% all the way to 25% higher than other good printers will undertake the work for. They make it very clear that full value will be given for every dollar, and with a splendid reputation back of them they get a high percentage of the work on which they bid.

One of the important points of their system is to talk and propose nothing but quality. They carefully select houses for their business seeking efforts, who will appreciate quality, and are able to pay for it. Their solicitation is keyed up to convincing such houses that quality is the desirable thing. They decline each year to estimate on a much greater volume of work than that which is actually bid on and executed.

One of the fine results of this long-established policy is that many customers, some of them held for a quarter century or longer, send in important orders, and pay their bills with no intermediate step requiring estimates.

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"Canadian Boy Builder" is the name of a monthly magazine for boys which has developed to the point where it is commanding the recognition of advertisers. It is published by the National Council of the Y.M.C.A. and appears worthy of encouragement.

FLEET STREET LETTER

How some English advertising strikes a Canadian. Seeming apathy of British manufacturers toward Canadian market. Lack of authentic information about circulations in striking contrast with present situation in Canada. More London correspondence

By John C. Kirkwood

If Canadian publishers believe that their mediums ought to carry a great amount of British advertising, then they will have to "sell" their faith to British manufacturers. This is the conclusion that I have come to slowly, after observation and conversation.

The fact seems to be that the British manufacturer prefers to expend his money and energies in and on markets that are likely to be more quickly responsive than Canada. It is clearly seen that Canada, by reason of its propinquity to the United States, a country of the same genuis, language and currency, and whose publications are so freely circulated in Canada, may lean towards the United States in the matter of its buying practices and tendencies, and, one may conclude, there is a respect for this American competition that amounts almost to abandonment of competitive effort.

Alleged British Passivity

If one reads British newspapers carefully, he will find many complaints by British editors and other critics that the British Government is asleep at the switch at the present time in foreign trade enterprise, that the United States and Japan are more aggressive and better organized in the pursuit of foreign trade—all this in face of the fact that British manufacturers are organized for overseas trade in the gigantic and active Federation of British Industries, and that the majority of them have more business in hand than they can well cope with.

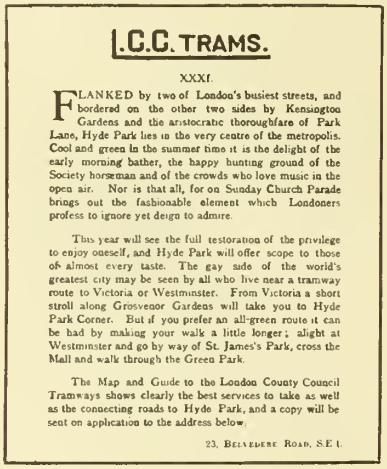
If the British themselves complain that British manufacturers are passive to a degree, then Canadian publishers may take it for granted that British manufacturers are not looking to Canada with greedy eyes and with pulsing purpose, to make a market there. If British manufacturers, in any massed or considerable way, are to cultivate the Canadian market, they must be "sold" this market by Canadian publishers—this by collective effort. One publication alone cannot do the work of persuasion, though it may attract to itself a goodly volume of advertising, on yearly contracts, if it is a good solicitor.

I have knowledge of two canvassing adventures by or for overseas daily newspapers. In the one case an important Danish daily is putting before British manufacturers and advertising agencies a weekly feature page—one carrying the advertising of numerous firms. Pages of this type are common enough in Canada. Even though they are deadly dull and of dubious value yet they seem always to be possible of development. One firm gave this Danish newspaper a $5,500 contract for space in this page, and at this will have only about one-sixth of the total space available. The other case is that

$500 (£100) was paid to the man who conceived this advertisement, four times what he himself suggested should be paid him if accepted. One may believe that the Daily Mail will be flooded with other suggestions from those to whom a reward of £100 would bring joy and fame.

of a South American daily of high prestige. An advertising agency has developed a full page of advertising—all but a central column of reading matter—for regular insertions for a whole year. To the agency will accrue commission of $500 a month—$6000 a year, a very useful revenue, sufficient to liquidate its year's rent of premises and the salaries of a few minor clerks.

Suppose that some Canadian publisher or publishers, of daily newspapers and of other classes of publication, had a representative—a man or an agency—soliciting on a definite proposal, covering a year; then it is pretty safe to say that a very useful revenue would be assured. But Canadian publishers, individually and collectively, have sadly neglected the cultivation of the British manufacturer, and a consequence is that only a very meagre stream of British advertising flows Canadawards.



L.C.C. TRAMS.

XXXI.

FLANKED by two of London's busiest streets, and bordered on the other two sides by Kensington Gardens and the aristocratic thoroughfare of Park Lane, Hyde Park lies in the very centre of the metropolis. Cool and green in the summer time it is the delight of the early morning bather, the happy hunting ground of the Society horseman and of the crowds who love music in the open air. Nor is that all, for on Sunday Church Parade brings out the fashionable element which Londoners profess to ignore yet deign to admire.

This year will see the full restoration of the privilege to enjoy oneself, and Hyde Park will offer scope to those of almost every taste. The gay side of the world's greatest city may be seen by all who live near a tramway route to Victoria or Westminster. From Victoria a short stroll along Grosvenor Gardens will take you to Hyde Park Corner. But if you prefer an all-green route it can be had by making your walk a little longer; alight at Westminster and go by way of St. James's Park, cross the Mall and walk through the Green Park.

The Map and Guide to the London County Council Tramways shows clearly the best services to take as well as the connecting roads to Hyde Park, and a copy will be sent on application to the address below.

23, Belvedere Road, S.E.1.

The London County Council trams doubtless feel the competition of "tubes" and busses, and so are advertised by painting pictures of the beauty places reached by them. The above advertisement is an example of good copy.

$500 For Three Words

I am sending you an advertisement for which the writer or originator of it received £100—though his own suggested figure was but £25. Some of us, reared in Canada, would scarcely have had the courage to suggest even $125. for so simple a bit of work. One suspects that the generosity of the *Daily Mail* is explained by the fact that this particular advertisement gave it an opportunity of advertising the advertisement—the following news item has appeared in the *Daily Mail* three or four days in succession, in the *Times*, and in other Harmsworth papers.

£100 For Captain's Idea

A "Daily Mail" Advertisement Sketch.

The *Daily Mail* has just forwarded £100 to Captain E. Conway Meade, R.F.A. (S.R.), of 86 Bromley-road, Catford, S.E.6, in return for an idea.

Captain Meade wrote to the *Daily Mail* saying, "Is the amateur idea of an old reader of any use to you for advertising purposes?" and enclosed a rough sketch of The *Daily Mail* advertisement which we print to-day in this page in Columns 6 and 7. His own valuation of the suggestion was £25.

The success of the sender of this advertisement that won £100 will cause, probably, several hundreds of others to rack their brains in an effort to win national and instant fame; and so the *Daily Mail* may be enlisting in its service a small army of contributors to none of whom is it under obligation to pay a sixpence. For its £100 the *Daily Mail* may get, in the end, big value.

Some "Different Copy

Copy in Great Britain is often very good, and displays likewise. Occasionally one comes across real novelties in displays, and I am enclosing some examples that have impressed me as being different from what we in Canada have been familiar with. Two of these advertisements are twin in treatment, and each, in the corner, carries the initials of the writer. I am not praising these advertisements. Placed in juxtaposition they become more advertisements of the writer and designer than of the firms or business to which they relate.

Publishers' Advertisements

I am sending also two advertisements of publishers—one, a book-publishing house, the other, a daily newspaper publisher. Each of these two advertisements is commendable on the artistic side, and for its power of attracting and holding attention. For a book-publishing house to take a whole page on a widely-circulated newspaper

The Inner Man.

By "EPICURUS."

I can only apologise. I look at the proof of this column and am startled and alarmed. I am really sorry, but it is very nearly a correct impression of my recollections of a pleasant hour and a half.

* * * *

The truth is that I took supper at the Trocadero the other evening, and was severely "jazzed." One musical turn followed another so rapidly that my dreams that night were made up of a mixture of black faces, antisocial drainpipes, vicious violins, hilarious trumpets, risky banjos somehow controlled, like so many marionettes, by Piltor and Delvenne, and silhouetted in all the different colours of the rainbow through the inarticulate eye of a Prussian tourdesmes who worked a spot light. There was nothing in the supper itself which could possibly disturb the digestion, and so account for all this. It was, in fact, as light and dainty a meal as one could possibly desire, but yet the innocuous Trocadero cup . . . must have been the entertainment itself!

* * * *

To call it varied is to fall far short of adequate description. There was contrast, too—with a touch of humour in the contrast. There are two bandes—Piltor's famous Jazz Combination, and the Trocadero orchestra, under the command of Delvenne. When one band has completed an item, the other, without any pause or hesitation, carries on the good work. The rival leaders are extremely polite to one another, so much so that for the most part they are entirely oblivious of each other's existence. Which you will agree is exactly as it should be, for were Piltor to greet Delvenne with a dig in the rib with his drumstick, and the latter to retaliate with a thrust in the eye from his bow, it might lead to a disturbance. As it is, all is harmony—in more senses than one. They both must have been nicely brought up.

* * * *

There is much to be said for this continuous performance—it dispenses with the necessity for conversation—which is an advantage. Also it's a novelty. I was just remarking, in my usual brilliant style, to my neighbour, "Please pass the mustard," when a dramatic pause in the music resulted in the magical word "mustard" reverberating through the Empire Room like the explosion of a land mine.

* * * *

But it was really all very interesting and amusing—full of movement, and *jazz* as serve. In fact, the only person who seemed unaffected by the jollity of the proceedings was the fair Maiden on the cold buffet; she remained undisturbed even when the "O" spot light turned his attention from Piltor and directed his beam on to her slowly melting draperies.

* * * *

I have never heard Delvenne play his solos more charmingly or with greater sympathy at touch, whilst Piltor, of course, put plenty of go and livelihood into his performance. There was a pleasing diversion which was new to me. One of the Jazzers (as unlike the recent black impostors as could possibly be imagined—I hope he will not mind my saying that I was struck by his highly venerable appearance of respectability—a white of the golden white sort—rather like the gentleman I have to go about my overdraft at the bank) produced realistic chimes by swinging a cobb-like box. He was rightly accorded full measure of applause. And so for an hour and a half all was a giddy whirl of music, from which one derived all the Jazz thrills (at the necessity for being strenuous

* * * *

"Jazz music," writes an officer who signs himself "Bohemian," "sooner or later may be regarded as a musical Bolshevism that has justified its revolt against the trite and commonplace if it serves to force the modern musical temperament out of the rut of his languorous and serious musings on the treble strings. Jazz may even inspire him to produce, for a weary-from-waiting world, a vigorous and epical interpretation of the overpowered soul of music!" Reading that "epical" paragraph is enough to put any wakeful soul to sleep.

* * * *

Here is some more: "Does the temperamental man and woman of to-day require their musical nourishment to be merely sedative? If they do, then Jazz music is not their kind of musical dope. That jangled melody protesting against poor Piltor's flatly antagonistic repoose the first impression is akin to wonder and a sort of subconscious disease against the whirl and crash imported into rhythmic measure, but to the end a joyous acceptance of the vivid rhythm,

Piltor and Delvenne are very polite to each other.

which you can call barbaric if you will, but never nervous in any degree." Dear! Dear! It seems a lot of trouble to go to explain that Piltor's band is a topicle show.

(P.S.—The italics are mine.)

The Jazz Craze

was a bold act, but the manager of Cassell's tells me that they have been well pleased with the effect—a form of results—of this advertisement.

Another advertisement which has pleased me is that of the L.C.C. (London County Council) Trams. It is impressively simple, and the copy is superfine. The tram service of the L.C.C. may feel the competition of the "tubes" and busses, but quite apart from this possible explanation of the advertising is the fact that it is good business for a public body to keep its service before the consuming and sustaining public by means of well-conceived publicity in the public press.

"Jazz" in London.

London is "Jazz" mad. It has been suggested that London is dancing itself to perdition, but this suggestion is repudiated by those close up to the Jazz craze, and, further, it is not so. But jazzing is a business, and it is advertised. I am enclosing an advertisement, taken from a London evening daily, which certainly has the Jazz spirit and aspect. While at first sight it looks to be an advertisement of dining, it is in reality an appeal to jazzers, who, of course have appetites and thirsts. This Jazz rage has led Whiteley's to provide Jazz dinners in their restaurant. The Whiteley boast of being ready to provide the public with anything from an elephant to a quart of fleas is still being made good.

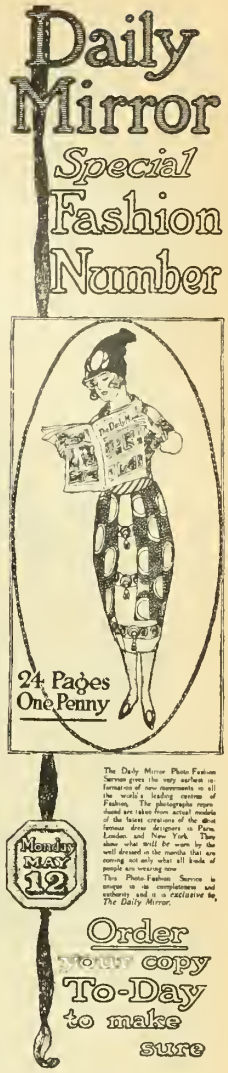
Harrods Advertise Second-Hand Furniture.

It costs a pretty penny to live in London these days. Living costs in Toronto—always declared to be excessively high—are under those of London. But I am persuaded that it costs more to live in London these days than in Toronto. Furniture, in particular, is very high priced—34.0% higher than in pre-war days; it has been stated as one consequence that the department and furniture stores and shops are selling and advertising second-hand furniture, which, certainly, is not cheap. Harrods and Hamptons, by way of example, have added to their businesses a second-hand furniture section. One gets the desired shock by imagining Eaton's stocking and advertising second-hand furniture. Wood is scarce in England, and is not being imported freely, and labor is high. If Canadian furniture manufacturers or jobbers could put Canadian-made furniture of all sorts on the British market at the present time, they would find a good market.

Typewriters are Scarce

During war, typewriters went skyward in price, and even yet are precious as jewels. I brought my own machine—an old-model "Royal" over with me. I had bought it second-hand four years ago for $65. I sold it here for $75, and the purchaser was going to spend another $30 on it to put it in A1 shape. I think the $30 would be mainly profit for the repair man. I inquired re rentals. For an Oliver machine $7.50 a month was asked, and for old "blind" Remingtons and Underwoods $3.75. No visible writing machines, other than Olivers, were available. If any enterprising merchant in Toronto or elsewhere in Canada can put on the London market soon a goodly lot of new and second-hand typewriters, he can make a handsome profit on each machine.

An advertisement which occupied a full page in the newspapers. Pleasingly designed and with interesting text, it achieved the object, which was to throw on the House of Cassell a desired attention. At the left is a "Jazz" advertisement, run in full single newspaper column. Jazz has captured London and is making money for a good many commercial interests.



This advertisement has attention-compelling value by reason of its being hand-lettered and designed in accord with its theme. It occupied two to three full colums in the newspapers.

Flying is Advertised

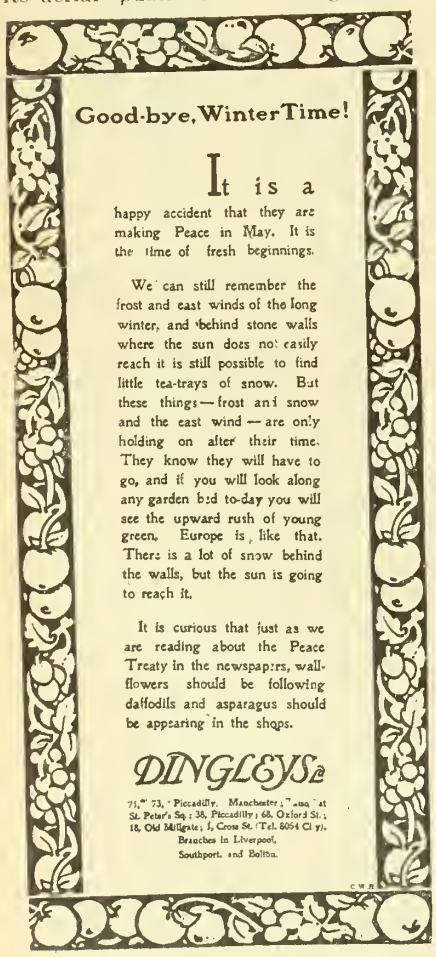
Civilian flying is now permitted in Great Britain, and the Handley-Page and Grahame White aerodromes, on the rim of North London, are advertising flights. At Easter, the price for fifteen minutes in the air was two guineas—$10. Now one can have a flying experience for $2.50. So popular is flying that would-be flighters have had to stand in line. Women are the chief seekers after aerial sensations.

In this connection I am sending you a rather interesting advertisement—that of the Lapaerial Travel Bureau. In it the takers of the first thousand flights recorded will have their names inscribed in "the Historic Roll," which will be bound in the finest morocco, and will be hand-designed and hand-decorated. When completed this record will be presented to the British Museum. It is not stated that the British Museum will accept the volume but this is a small matter.

A deposit of a guinea—$5—must be made on application. This is but a fraction of the fare; also, the first thousand flyers must subscribe substantial sums to St. Dunstan's Hospital for blinded soldiers. One wonders why the enterprising Travel Bureau did not say one hundred thousand.

The "Lotus" advertising is always distinctive in the matter of its display. "Lotus" footwear has the price branded on the soles and is high-priced, rather than otherwise. $10, $12.50 and $15 are common prices for men's boots in London.

The Handley-Page flying service will carry passengers from London to the seaside, to the English Lake District, to Ireland and Scotland, to Paris and other French cities. I fancy that England is just a little ahead of America in its aerial public travel arrangements.



This and the Moseley advertisement show obviously the handwork and mind of a single writer and designer, who is so proud of his work that he inserts his initials, "C.W.H." in the lower right-hand corner of each.

Unaudited British Circulations

In the trade and class press field the the number of specialised publications in Great Britain is stupefying. New publications seem to be born daily, and are marketed to the public, in the first instance, by advertisements in the public press—this is to get them on the news-stalls. Here it has to be remembered that the business in Great Britain of supplying the public with its newspapers and periodicals is almost wholly in the hands of news agents. If the publisher of a new publication can get one of the great wholesale news agents to put on the stalls this publication, he may be able to establish quickly a very fine circulation or distribution for it. It is this circulation or distribution that he quotes to advertisers, and perhaps he does not always confine his statement to this sort of distribution. One suspects that the seeker of circulations is a cross-eyed beholder of them. And one who is a very canny buyer of circulations might possibly want to know about the amount of returns, for one suspects that in some cases bona fide circulation and returns are on a 50-50 basis.

Some day Great Britain will have an Audit Bureau of Circulation, but there will be a collossal battle when advertisers and publishers come to grips. First of all, it means the establishment of a strong association of national advertisers, leagued together for the joint purpose of self-protection and of improved advertising practice. But one doesn't count on seeing the successful formation of any such body at any early date. One sign of hopefulness, however, is the fact that the British advertising agents have recently formed themselves into an association, and this organisation may become the parent of other organisations whose function it will be to put advertising on a higher plane.

Some Circulations are Audited

It is not to be inferred that there are no independently audited circulations in Great Britain, for the reverse is the case. The publications of the Associated Newspapers Ltd.—the Northcliffe group of dailies and weeklies—issue regularly circulation statements that have been audited by a firm of chartered accountants. Of course it is improbable that these accountants investigate circulations factors as do the accountants of the Chicago Audit Bureau of Circulations, yet so long as they vouch for the figures of net sale, other figures do not matter so much. But circulation, as to its amount, class, distribution and character, is not a bone of contention in Fleet Street or elsewhere in the British Isles, and publishers, as a class, are perfectly willing to let sleeping dogs lie.

Unsightly Billboards

Herbert N. Casson, Efficiency Expert, Canadian born, American bred, and English "ironed," contributed to *Pearson's Magazine* an article on "Can London be made Beautiful?" in the course of which he shies a stone or two at unsightly hoardings or billboards. He says, "As for hoardings (billboards), they are bad enough in most cities, but in London they are at their worst. No other great city allows itself to be so daubed and smirched. Apparently, anybody, anything can be posted up anywhere, so long as it

An advertisement of topical interest. It invites persons who wish to immortalize their memories to buy undying fame with good golden guineas—the amount to be left to the option of the aspirant, with a broad hint that it must be munificent.

claims to be an advertisement. There are scores of handsome squares in London, bright with flowers and green lawns, that are spoilt by flashy and grotesque posters. The L.C.C. (Lon-

(*Concluded on page 273*)

They appeared in the Manchester Guardian, one under the other, and occupied a full two columns. Published thus in juxtaposition in the same issue the effect was to advertise the designer and writer rather than his employers.

SETTING SALES QUOTAS

If you use sales quotas, this description of how other firms use them will interest you. If you have not used them, you may find a reason for doing so. Continuing the review of sales-management practices.

A QUOTA is an objective which it is aimed to attain. In sales work, quotas mark the amounts of sales which should be obtained in a given territory or for a given period or by each salesman.

In order to get what we want, it is necessary to first decide what we do want. That is the idea of the quota.

Logically, quotas should be based on the sales potentialities in each territory. There is a figure which represents the reasonably possible sales in any one item, or for the whole business in a given territory for a given period. A careful survey of the market, census and trade statistics, competition, transportation and other factors makes it possible to determine this figure with a fair degree of accuracy, and every well organized sales department bases its plans and expectations upon the results of such a survey.

In his new book on Sales Management, J. George Frederick summarizes the data concerning each sales district which should be covered and kept for the purpose of determining quotas, as follows:

(a) Total and per capita consumption: by individual products, by grades of towns, etc.

(b) Total and net population: divided by classes, wealth, income, occupation, rating, etc.

(c) Consumers: divided by classes, by volume, character, products bought, activity, credit, etc.

(d) Prospects divided by classes: former customers, interested, possibles, "hard shells," almost hopeless, black list.

(e) Sales records for each of above separate divisions, uniformity for all districts.

(f) Sales records of each individual salesman: travelling expense percentage, sales, average efficiency of call, length of jumps, etc.

(g) Number of dealers and prospects per 1,000 of population and per square mile and per mile of railway required to travel.

(h) Maximum sales per annum of individual dealers or customers; minimum and average sales. Also average size of order, frequency of order and variety of stock carried, complaints, cessations, failures, credits, ratings, cancellations, returns, etc.

(i) Percentage of distribution: of dealers in each line of trade handling the goods.

(j) Competition figures for as many of above items as possible.

(k) Quota figures and percentages based on above factors.

(l) Data concerning jobber, or distributing situations for comparison.

Based on Past Records

Actually, however, quotas are more often fixed on the basis of past sales records. If sales in a given territory or for the whole territory, or by a salesman, reached a certain figure for the last business year, or for any given month in a year, it is decided that a 10 or 20 or other percentage of increase is desired and the quota is thus determined.

This method does not always take into account the *possible* sales in the territory or for the season. It may well be that quotas thus set prove unsatisfactory, and, therefore, more or less worthless. For unless there are good grounds for believing that a quota can be attained there is no good object in setting one. And unless the quota as fixed shows some regard for the possible business to be secured, it is likely to prove unfair and misleading.

Quotas which take into account only the figures for past results also too often overlook the fact that one salesman in his territory has by hard work further realized on the sales possibilities in his field, than other salesmen may have done. The percentage-of-increase quota in such a case would operate as an unfair handicap on the best salesman.

Many sales managers, in fixing quotas, give consideration more to the capabilities of the different salesmen than to the possibilities of their territory. The quota is thus used more to stimulate competition between the salesmen than to develop the full selling possibilities of the territory or of the goods.

It seems that the only sound and satisfactory method is to base sales quotas on possible business to be secured in each territory and measure the value of all the salesmen accordingly—largely regardless of past records.

How Quotas Work

The quota system is applied in a variety of ways. A typical one is described as follows:

At the beginning of each month, the sales manager determines upon a certain volume of sales which it is fair to expect from each salesman during the succeeding month. The quota for each salesman is determined separately, and the manager's decision is based upon a careful consideration of past records in the salesman's territory, present local conditions that might affect sales, selling and advertising plans of the company which might have a bearing on the sales to be expected, and to some extent on the activities of competitors during the quota period.

Even though it is determined after the most careful consideration of all pertinent conditions, it is evident that a quota must finally be largely arbitrary in character. The more or less arbitrary nature of the quota will not work unjustly to any one salesman, if the methods of determining it are the same in the case of all salesmen. Each salesman is informed of the quota which is expected of him for the coming month and is urged to do all in his power to reach that mark and pass it.

The result of his activities for the month are usually shown by percentages or points. If his quota for gross sales is $20,000 and the sales $15,000, his percentage is 75. Sometimes it is expressed in points, 100 points representing the attainment of the objective. In this case, 75 points would represent his standing. If he sells $25,000 worth of goods he attains 125 points.

The quota may be expressed in dollars, in individual articles, in cases of goods or in any other way that suits the particular business.

Quotas for Different Lines

In the case of general jobbers or manufacturers, whose salesmen handle a varied line of goods, it would seem difficult to arrive at a quota satisfactorily expressing the relative importance of all lines in the total sales. In some cases a separate quota has been fixed for each of the classes of goods handled. In others, a definite value in points is given each line, according to the desire of the sales manager to concentrate effort on certain lines. It is then necessary to determine the relative importance from the standpoint of the house of sales in different classes. It may be the policy to push one line and sell only enough of another to supply the demand. The relative importance of the different articles is represented by numbers. Those of least importance may be represented by the No. 1. The sale of another may be considered to be twice as important and is, therefore, represented by No. 2, and so on.

Suppose, for example, a salesman has a quota of 1,000 for sales of goods in Class A. If he sells 900, his percentage in that class is 90. If the relative importance of the class is represented by No. 3, this percentage of 90 is multiplied by 3 and the result 270, is added to other points similarly obtained in other classes.

The following chart has been prepared as showing the method of determining a salesman's final monthly percentage if he handles four different classes of goods whose sale is considered by the management to be of varying degrees of importance and when separate quotas are set for each class:

Class	Quota	Sales	Class per cent.	Weight Number	Results obtained by multiplying class per cent. by weight number
A...	1000	900	90	3	270
B...	100	110	110	1	110
C...	200	200	100	3	300
D...	300	225	75	2	150
				9	830

Final monthly rating.... 92.2%

(*Continued on page 266*)

Marketing and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING

Established 1908

Published on the 15th of each month

W. A. LYDIATT

Editor and Publisher

53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance Single Copies 20 cents.

ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 7 JULY, 1919

RECOGNITION OF AGENCIES

The recognition of advertising agents as established by the advertising committee of the Canadian Press Association designates those agents which, in the opinion of the committee, should be allowed the customary commissions.

In order to secure "recognition" an agent must satisfy the committee of his financial responsibility—the minimum requirement being assets of $10,000—and must be capable of rendering the required service to advertisers. Cases are rare, however, where this recognition, once having been granted has been withdrawn. Practices prejudicial to the publishers' interests, such as rate-cutting, commission-splitting, and even cases of dishonesty, have been reported from time to time, but without the result which would seem called for. There has thus been little regulation, much to the disadvantage of established agents who have endeavored to observe the requirements of good business. They have been subjected to unfair competition, which it has seemed the duty of this committee to prevent.

The committee has repeatedly begged for the support of publishers, from which it appears that they have failed to win confidence—doubtless because of their failure to deal with these matters firmly and constructively.

With the expected dissolution of the C.P.A. the advertising committee as constituted for some years past will doubtless be no more. What will take its place? Must we have a committee of the dailies, a committee of the weeklies, another of the magazines and another of the farm papers? Or will there be a joint committee representing these groups of publishers, to really regulate the agencies, in the interests of all publishers, all advertisers and of the agents themselves?

And why should not the advertisers be represented on such a committee? Are they not concerned with agency standards and practice? Events since the organization of the Association of Canadian Advertisers clearly show that they are. They are the best judges of capability and service rendered, which is one of the primary requisites of recognition. They are concerned, almost equally with publishers, in all matters affecting their relations with publishers, through these agents. The agents themselves also have interests at stake which seem to demand representation on such a committee.

We can think of no better way to advance and protect the interests of all parties concerned than through a committee which would represent all parties. Such a committee could work most effectively in establishing and enforcing standards of practice to the betterment of the relations between them. A committee made up of one member each from the advertisers' association, the agents' association, the dailies, the magazines, the farm papers, and the class papers seems the logical step to take.

Don't you think so?

❦ ❦ ❦

Marketing includes every act in the conduct of business which locates customers, wins their favor and aids in the sale of merchandise at a profit.

❦ ❦ ❦

General statements in letters, advertisements or selling talk fail to make an impression. "Our large and select stock of goods at lowest prices" and similar blather is so time-worn that prospects may be excused for concluding that your goods are in the same class with your line of talk.

❦ ❦ ❦

RESULTS COUNT

This has been said so often with relation to sales and selling effort that it is time we questioned it.

The fact that we did a bigger business this month than the same month last year; that such a salesman gets the business, even if he does seem to waste a lot of time or pile up unreasonable expense accounts; that our advertising undoubtedly brought business at a profit; that we are doing a nice business and prefer to plug along—these happy circumstances may enable us to go home and sleep nights, because after all, it's results that count.

But if we might have managed to get even more business last month, or at less sales-cost; if the star salesmen might have got more business, or devoted more time to the firm's affairs, or kept his expenses within reason; or if our advertising might have been more carefully or less wastefully planned—if, for example, we had eliminated a few of those little-account mediums and put the money in the better ones—these, too, are results that count.

Measuring your achievements against what you have done in the past may show progress—but it keeps you looking backward. Weighed on the scales of what might be done, many of our achievements would look so much smaller—and perhaps this is the reason so many prefer to look back. Results count, yes—but the more results, the more there is to count.

❦ ❦ ❦

Salesmanship has its roots, and derives its vitality, from the home office.

Some editors of house organs seem to assume that any subject is of more interest than facts about the goods they have to sell. Possibly true, if you don't want to interest the prospect in what you want him to do or buy.

PUBLISHER'S CO-OPERATION

"Get us some distribution in your city and we'll give you some advertising" is substantially the request for "co-operation" which reaches many newspaper publishers every once in awhile.

In other words, the manufacturer of a new brand of cocoa, let us say, wants the publisher to go out among the merchants in an effort to break into the market built up through years of advertising in his city by Cowans or Fry's or other brands of cocoa. And sometimes the publisher does it. For the time being, he becomes a salesman for "Buster's Cocoa" in competition with these other manufacturers who during past years have used his paper to build up a market for their brands. For the bribe of a little new advertising he trys to get the business away from the older and better-established patrons of his advertising columns.

If friend publisher does this for you will he not do it next month or next year for a new competitor? Then, perhaps, you'll look at it differently, as do older advertisers in your line when you enlist the publisher's personal services in getting your line on the market.

Can't you see that it is unreasonable, unsafe, to expect a publisher to give co-operation of this character? Don't you have more respect for the publisher who refuses it? His independence as between rival manufacturers must be preserved. Otherwise, how are you going to build up an es'ablished demand in his locality? If every newcomer is to lasoo the publisher's undoubted local influence to round up a bunch of distributors for him, where do you get off?

Nevertheless, as we pointed out in connection with "free publicity" last month, advertisers will continue to ask for this kind of co-operation so long as publishers give it. Which is a good reason for the older advertisers taking an interest in putting a stop to it.

THAT SPREAD

The so-called "spread" between production cost and consumer cost is altogether too great. We hear it on every side. Nearly every witness before the Cost of Living Commission is questioned for facts to prove it. Getting the goods to the consumer is costing too much. Most men admit it. And still it spreads.

Perhaps the trouble is that we do not consider this a personal problem. Are we getting down to cases? Does it cost too much to "distribute" **our** goods? For years the brains of management have been focused on getting production costs down. Having tackled the problem, we found one way after another of doing it. Fortunes have followed the ability to do it.

Can't other brains—ours perhaps—get busy on this very urgent problem of getting distribution costs down. Are we relying too much on the other fellow—paying him too much—to do our selling or us? This seems to be true of many lines of goods. Can the middlemen, or some of them—or what's perhaps more important, can some of the middlemen's selling expense or sales resistence, as concerns our line—be eliminated? Can our advertising, our salesmen, be made more efficient? Can we manage them so as to make more sales at no greater cost? Can we weed out inefficient factors? Can we put cost-sheets and time-clocks on our sales efforts to discover the waste? Can we discover and discard the antiquated methods which belong to a less complicated day?

Doubtless we can—if we will but bring the problem **home,** and make it our business to do it. Some concerns are doing it. The day does not look far ahead when we'll have to. Meantime, what are you doing to bring down **your** cost per sales unit?

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR MAY, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	38,477	982	56⅓
Canadian Home Journal	1	800	25,109	939	31⅓
Everywoman's World	1	800	22,806	1,852	30¾
Western Home Monthly	1	720	19,423	2,101	30
Canadian Courier	2	728	15,497	724	22⅓
Canadian Magazine	1	224	13,258	462	61¼
World Wide	5	636	6,008	468	10¼

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR MAY, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total
Farmers Advocate (London)	5	720	74,431	11,238	56	85,725
Grain Growers Guide	3*	720	72,623	3,372	..	75,995
Nor West Farmer	2	720	64,008	4,578	272	68,858
Candian Countryman	5	700	52,779	3,238	30	56,047
Farmers Advocate (Winnipeg)	4	720	52,114	3,125	..	55,239
Farm Ranch Review	2	720	47,281	5,298	242	52,911
Farmers Magazine	2	700	42,869	276	288	43,433
Farm & Dairy	5	700	34,745	6,779	.	41,524
Maritime Farmer	2	672	34,409	2,375	1,681	38,465
Canadian Farm*	4	792	23,825	2,643	186	26,654
B. C Farmer	1	420	10,170	81	100	10,351
Ottawa Farm Journal	9	2,432	89,264	2,264	6,105	97,633
Family Herald Weekly Star	4	2,432	81,884	70	3,643	85,597
Weekly Witness	4	2,100	14,512	..	2,440	16,952
Free Press Prairie Farmer	2†	1,180	13,461	98	2,202	15,761

* Does not include mid-week supplement

† No issue May 28th account strike.

‡ No issue May 21st and 28th.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR JUNE, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Macleans Magazine	1	700	40,191	695	58¼
Canadian Home Journal	1	800	25,313	159	31¾
Everywomans World	1	800	19,141	1,901	26¼
Canadian Courier	1	728	16,272	546	23
Western Home Monthly	1	720	15,269	2,639	25
Canadian Magazine	1	224	13,595	421	62⅛
World Wide	4	636	4,183	....	6½

Advertise Eff

The farmer is the western m
the population of the three prair
of the general stores (your distrib
of the total wealth than of the p
more than $1,300,000,000. To

The unusual and unparalled market condit
efficiency in the dominance of the Western Farm
The great demand for publications which would se
ment. Their ability to develop an opportunity ha
trol the effective publicity of the western farm ma
Two hundred thousand farm homes out of 220,000
the merits of your product to the best and most progress
this claim and attempt to prepare a list of other media t
there is not the slightest exaggeration in the stateme
would not provide advertising service that would approa
Outside of the wonderful pulling power of reader i
sible with all other types and classes of publications to r
wonderful efficiency, is less than that of approaching any
of which compare most favorably with publications of si
that you may wish to sell in Western Canada. The hist
papers listed herewith will be glad to furnish you with p
whose product and problems resemble each other.
Many of the leading concerns of Canada and the
tions, and a trial of various methods, now confine their
media they not only reach the buyer but actually sell th
turers should not hesitate because of unfortunate experi
discovered in the western market a golden opportunity.
not afford to pass up the possibility of western trade wit

Full information as to circulation rates, etc., may be obtained fr

THE FARM PAPERS

Nor'-West Farmer
(Semi-Monthly) Winnipeg,
Member A.B.C.

Grain
(Wee
M

ively in the West

He constitutes sixty-five per cent. of nces and supports ninety-six per cent. He represents a much larger percentage n. In 1918 he was paid for his produce ne western market you must reach him.

tern Canada afford an exceptional instance of marketing he entire farm field. They are the product of necessity. culturists solely was the impetus which led to their establish- m in the unique position of being the only media which con-

ve these publications. Space purchased in them will present n the world. Have your advertising department investigate ver the same territory. The task is an impossible one and mendous cost of all other western publications combined papers in effectiveness.

of the great advantages in farm paper publicity) it is not pos- e readers served by these papers. The cost, because of their n modern merchandising. Four papers, the advertising rates other fields, can guarantee the success of any product of merit ising campaigns bears out this statement. Any or all of the he success which has attended the publicity efforts of others

s, after a thorough investigation of the market and publica- gn to the farm papers. They find that without any other fraction of the cost of selling in other territories. Manufac- fields. Many who have become discouraged elsewhere have r experience will be similar to theirs. In any event you can- n investigation.

he papers listed herewith or from any recognized advertising agency.

WESTERN CANADA

le

Farmers' Advocate
(Weekly) Winnipeg,
Member A.B.C.

Canadian Thresherman and Farmer
(Monthly) Winnipeg,
Member A.B.C.

Something New in

Silverware Advertising

THE trouble with ordinary silver-plated spoons and forks is that they soon show unmistakable signs of wear at the points which are constantly in contact with the table.

These are the "wear points" from which friction soon wears away the silver deposit, revealing the baser metal beneath.

So it will be good news to Canadian housewives to know that they can now buy silver plated spoons and forks that are "protected where the wear comes" both by welded inlays of sterling silver and by super-plating with heavy extra coat of pure silver.

This new "protected-where-the-wear-comes" silver-plated flatware is the famous Holmes & Edwards line, manufactured in Canada exclusively by the Standard Silver Company of Toronto, Limited.

It gives us a great deal of pleasure to announce that the company has entrusted us with the agreeable task of telling the public all about it.

"It's All in the Service"

NORRIS-PATTERSON
LIMITED
ADVERTISING AGENCY
10 EAST ADELAIDE STREET TORONTO
TELEPHONE MAIN 6646

Cunniff Made Vice-President

L. J. CUNNIFF
who has been elected Vice-President and General Manager of H. K. McCann Co., Ltd.

L. J. Cunniff, who came to Toronto in June, 1918, to take charge of the Toronto Office of H. K. McCann Company, Ltd.—succeeding Mr. Raymond Atwood, who entered the United States Army service—was elected a director of the company at the annual meeting on June 1st, and has been appointed Vice-President and General Manager.

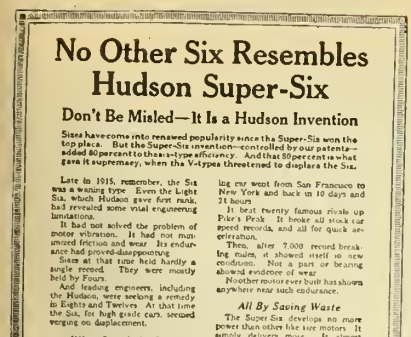
Mr. Cunniff was born on an Iowa farm, and after graduating from the University, taught in the public schools for three years. Later he was with Hibbard, Spenser, Bartlett & Company, then with Sears, Roebuck & Company, where he got his first advertising experience, and then with the M. Rumley Company, of La Porte, Indiana. Leaving the Rumley Company, he joined the staff of the H. K. McCann Company and took charge of this agency's office at San Diego, Cal., where he was engaged until coming to Toronto a year ago.

His success in Canada is established by his recent advancement, and his many friends will wish him continued progress.

The Montreal *Family Herald and Weekly Star* has announced a new schedule of advertising rates, effective October 1st next, providing for an increase from 30 to 40 cents per agate line—with an increase from 20 to 25 cents for the Eastern or Western editions. Contracts for one year based on the present tariff will be accepted up to September 30th, provided a regular schedule of insertions starts not later than October 31st, 1919.

The average net paid weekly circulation of the *Family Herald and Weekly Star*, according to the A. B. C. statement for the six months ending March 31st, was in excess of 150,000.

New accounts secured by Federal Advertising Agency, London, Ont., are: Hobbs Hardware Co., Limited,—advertising Gold Medal Hardware. London Gas Power Co., Ltd.,—gas engines. C. Norsworthy & Co., St. Thomas—furnaces.



Countryman First Among Farm Papers of Ontario

When the Hudson Motor Co. decided to come into the farm papers of Canada, their investigation, to determine what publications should carry their advertising, was acknowledged, by the publishers concerned, to be the most thorough any advertiser had ever made in this field.

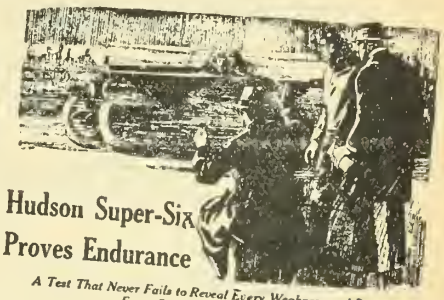
Each paper under consideration was asked to send several recent, consecutive issues. The advertising manager of the Hudson Co. did not, in the first instance, want rate cards or circulation statements, and he made it clear that he didn't want to see any salesmen. Before everything else he wanted to study the editorial equipment of the various papers. He had the right idea. Here was a man who realized that what he found between the two covers of the average issue of a publication, gave him the most reliable guide to the value of that publication to its readers, and, therefore, to him as an advertiser. He was basing his first judgment of available media upon the service they gave their readers, knowing that the quality of this service was a fair measure of the service he might expect for his advertising.

Several days later he asked for rate cards, A. B. C. audit reports, etc. When the list was finally decided upon, Canadian Countryman was first choice of the Hudson Co. among the farm papers of Ontario.

The Canadian Countryman

Goodyear Bldg., Toronto

Member A. B. C.



"Let me write the copy and my office boy can write the contract!"

C. W. Post

THE late C. W. Post was convinced that in "Grape-Nuts" he had the greatest food in the world.

80,000,000 other people didn't think so, but eventually he made most of them believe it. How? With words—printed.

It CAN be done!

Federal Advertising Agency

T. H. YULL,
Director

London, - Canada

"A Great Economic Force"

—True Definition of Advertising—

most strikingly demonstrated when applied to

Street Car Advertising

with the low cost of its enormous, concentrated, local circulation than to any other medium.

The most desirable Advertising medium is the one which enables you to put your message in the most attractive form, before the greatest number of people, in the most desirable territory and keep it constantly before these people for the longest time at the least cost.

The Canadian Street Car Advertising Co.
Limited

TORONTO MONTREAL WINNIPEG

Agents Consider Standard of Practice

An important feature of the Annual Meeting of the Canadian Association of Advertising Agencies, held in Toronto a few weeks ago, was the presentation of a proposed "standard of practice" which had been drawn up by the Executive after careful deliberation. It sets forth the aims, objects and hitherto unwritten laws covering the obligations of agencies to publishers, advertisers and to themselves. The standards as submitted were approved by the Meeting and will be given publicity as soon as certain arrangements are completed.

Questions relating to advertising rates, rebates and other matters connected with Canadian advertising were animatedly discussed. The cordial relations at present existing between Canadian advertising agents and publishers were remarked.

There were sixteen agency representatives present at the meeting, the only absentees being one from Winnipeg and one from Montreal.

The following officers were elected for the ensuing year:

President; W. B. Somerset, A. McKim, Ltd., Montreal; immediate past president, J. E. McConnell, McConnell & Fergusson Advertising Agency, London; first vice-president, J. P. Patterson, Norris-Patterson Advertising Agency, Toronto; second vice-president, C. T. Solomon, Advertising Service, Ltd., Toronto; secretary-Treasurer, A. J. Denne, Smith, Denne & Moore, Toronto; member of committee, Adam F. Smith, R. C. Smith Advertising Agency, Toronto.

Norris-Patterson, Limited, are responsible for a campaign for pasteurized milk being run in St. Thomas by the Stillman Creamery Limited. This agency is also putting on a campaign in Sarnia and adjacent towns for Imperial Ice Cream, manufactured by the Sarnia Creamery Co.

H. A. Maguire, for the past six months connected with the Toronto office of Maclean Publishing Company, has been transferred to the Chicago office where he will have charge of work for *Hardware and Metal* and *Sanitary Engineer*—two of the fifteen Maclean publications. Prior to joining Maclean's, Mr. Maguire was for upwards of ten years associated with D. H. Howden & Co., of London, Ont.

Norris-Patterson advertising agency have secured the account of the Lincoln Electric Co., Ltd., manufacturers of electric arc welders and motors.

Eugene F. Beaupré, whose work as Advertising Manager of the T. Eaton Company for some years past, has won for this firm the reputation for doing the best advertising of any department store on the continent, has left their employ and is taking a month's holiday in Quebec. It is reported that he will later go with the John Wanamaker Store, in New York.

THE FARMER'S ADVOCATE AND HOME MAGAZINE
PERSEVERE AND SUCCEED
FOUNDED 1866

1866 *LONDON, CANADA* 1919

SAFETY FIRST

(*In Advertising*)

In spite of the very general use of this sign—"Safety First"—accidents still happen and no one to blame but the victim. So it is in the field of advertising—a buyer of space quite frequently goes it blind (so to speak) and places his advertising without considering quality of circulation, with the same inevitable result—bad loss—and the public verdict is "It served him right."

Look again at the "Safety First" warning given in our advertisement in the March issue of "Marketing."

Talking of Agricultural Journals—the only circulation worth while is that which reaches the largest possible number of well-to-do progressive farmers who value their farm paper sufficiently to pay the full subscription price in advance, and who renew their subscriptions promptly from year to year. ***This is the quality of circulation The Farmer's Advocate and Home Magazine possesses and has retained for more than half a century, and this is the reason why our advertisers receive such large returns.***

Quality of circulation also accounts for the constantly increasing volume of advertising carried in this publication. For the financial year just closed, The Farmer's Advocate and Home Magazine contained 544 more columns of solid advertising than in the previous year, or an average increase of nearly 11 columns each week of the year. In Live Stock advertising alone for one month (figures were compiled by "Marketing") The Farmer's Advocate contained 20,486 lines; only one other agricultural paper in Ontario came within 50% of that number of lines.

Advertisers will be observing "Safety First" when they buy space in The Farmer's Advocate and Home Magazine. Send for sample copy and rates. Full information will be promptly given on request.

The William Weld Co., Limited

LONDON, CANADA

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

AN UNRIVALLED FIELD

South Waterloo has forged ahead within the past number of years and will continue to do so. Progressive movements continually meet with the approval of the citizens. Athletic events are considered of prime importance and permanent associations have been established to assure a continuance.

Galt has led in this movement. Other towns and cities have followed.

South Waterloo's progressive citizens are readers of the

GALT DAILY REPORTER

The only Daily Newspaper published in this district

Member A.B.C.

THE DAILY WHIG

KINGSTON, ONTARIO

Has just completed the installation of a 20-Page Hoe Perfecting Press. This great improvement in Press Room facilities was rendered necessary by the rapidly increasing circulation of the Whig, and by the constantly growing volume of advertising carried by this paper.

The Whig's lead in Kingston and Eastern Ontario is more marked than ever before.

It is the only A.B.C. paper in Kingston.

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Eastern Representative: WILLIAM F. HARRISON, 609 Lumsden Bldg., Toronto

Annual Meeting of the A.B.C.

The annual meeting of the Audit Bureau of Circulations, held in Chicago, June 19-20th, was attended by a number of Canadian members.

The report of the Board of Directors reviewed the growth of the Bureau, and pointed out that all audits were now on a twelve month's basis, and were being promptly issued. It was pointed out that through the A.B.C. advertising space can now be bought and sold by a standard measure. The Bureau does not and cannot wholly determine quality of circulation, because that is more or less a matter of individual opinion, but it does definitely determine quantity—and it does, by giving information as to how the quantity is obtained, guide the buyer in judging quality. While some publishers and some advertisers feel that the Bureau has not yet gone far enough in establishing drastic rules, consideration of the very substantial advances made during the five years of the Bureau's existence should give confidence that still further advances will be made in the future. During the convention, several proposals were submitted by advocates of this desire for speedier action in determining quality as well as quantity of circulation, and re-solutions to this effect were referred to the new Board for action.

It was reported to the meeting that within the last month, at the semi-annual meeting of the Association of National Advertisers, that Association had decided that all efforts hereafter, in the way of circulation verification on the part of the A.N.A. should be abandoned and that no publishers, in future, will secure the endorsement of the A.N.A. except through such statements and audits as are rendered by the A.B.C.

B.H. Bramble, of the Canadian Chewing Gum Company, Toronto, was re-elected a director for the ensuing year.

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"*Baby's Own Magazine*" is the name of a new monthly publication which, it is said, is about to be issued in Toronto. Hubert Groves, business manager of the Municipal Intelligence Bureau is mentioned as manager of the new publication, which will be devoted to baby welfare.

❦ ❦ ❦

Smith, Denne & Moore are placing some advertising in the Toronto papers for the Hercules Rubber Co., of Brampton. They are also handling the advertising of the Knight Metal Products (McGill Auto Power) in the farm papers, this being a development from a former munition plant.

ELECTROTYPING STEREOTYPING
READY SET NEWSPAPER PLATES
DESIGNING ENGRAVING
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK ST., TORONTO

Total Paid Circulation of

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

—IS—

Thousands More

than next London paper

Paid Circulation of the London Free Press in the city is almost double that of next London paper.

The A. B. C. Auditors' Report is ready. If you want a copy, we will send it to you by the next mail.

The London Free Press

Member A. B. C.

Paid Circulation Over 40,000

See County Distribution on Map

The foremost Daily in Western Ontario in point of superior editorial and news features, volume of advertising and circulation.

London (population 65,000) is the heart of the leading manufacturing, agricultural and stock raising district of Canada.

Representatives:

E. J. GUY, Royal Bank Bldg., Toronto; D.J.RANDALL, 341 Fifth Ave., New York; I. S. WALLIS & SON, 1243 First National Bank Building, Chicago.

Advertise With a View of Your Plant

You are too close, your customer too far away, to see your plant properly.

We specialize in birdseye views and factory illustrations. Let us make a view that will show your entire plant, its shipping facilities, etc.

Our experience and service guarantee Maximum Satisfaction at Minimum Cost. Write for details to

AD-ART STUDIOS

Producers of Advertising Art
7 Victoria Block · Windsor, Ontario

TRANSLATIONS

English into French

Advertising Booklets, Catalogues, Circulars, Posters, Technical Literature

Why not secure expert service at once? It saves time and trouble.

LEON A. ARCHAMBAULT

Apt. 18, 224 Stanley St., MONTREAL, P.Q.
Telephone Uptown 4044

Quality and Service

MULTIGRAPH LETTERS

Best Produced Anywhere

Addressing Folding Mailing

HARRY EDWARDS & SON

E. BENNETT, Manager

152 Bay Street, - - TORONTO

PHONE ADELAIDE 3313

Somewhere in Canada

——an agency, printing-house, or corporation has an opportunity for a young man with service-copy experience; one who will prove his worth where the best in advertising is being handled. His knowledge of display, layout, illustration and engraving, is augmented by an art school training which enables him to execute original ideas, with a practical understanding of all mediums.

If you know of such an opportunity, please address

Box "H" Marketing

SETTING SALES QUOTA

(*Continued from page* 255)

The final monthly rating is found by adding all the weight numbers and then by adding all the results in the last column. The sum of the results is then divided by the sum of the weight numbers and the result is the final monthly rating.

The Point and Bonus Plan

A number of firms have devised what has become known as the "Point and Bonus Plan." This is adaptable to practically all lines and meets a wide number of uses. In one such plan, used recently with very good results, the following rules applied:

To each and every Field Manager, Salesman or Combination Salesman, who has been assigned a sales quota, and who is credited with 150 points, will be paid (August 10th), a bonus of one per cent. on his July, 1917, sales.

For Example:

(1) A salesman sends in 100 good reports and is credited with 20 pts.
(2) and sells $2,600, 130% of his quota ($2,000) for the month and is credited with 130 pts.
Making a total of.... 150 pts.

And accordingly, he would be entitled to a bonus of 1% on sales of $2,600, or $26.00.

Special Ginger Bonus prizes are entirely independent of, and in no way connected with the contract of employment of Field Managers, Salesmen or Combination Salesmen.

Another firm has used the point system to emphasize road sales, larger departmental sales, new accounts, increased profit and minimized returned goods. Their arrangement of points awarded was as follows:

1 point credit for every $200.00 trunk sales.

10 points credit for largest total sales in each department.

25 points credit for each new account sold $200.00 the first time. (Any and every one will be counted a new account that has not bought anything from us for the last twelve months).

50 points credit for largest per cent. of profit on total sales.

10 points credit for most days worked; must be one daily report for each day worked.

2 points deducted for each $100.00 merchandise returned.

Until otherwise instructed, there will be five Monthly Prizes, as follows:

First....	$50.00	Fourth....	$20.00
Second...	40.00	Fifth.....	10.00
Third....	30.00		

Points for Pushing Certain Lines

A large collar firm used successfully a point system to maintain salesmen's interest in selling stiff collars, when the trade was buying heavily of soft collars. In this case, the point arrangement was:

(a) For every new collar account that you secure during time contest is in effect, you will receive 50 points. The fifty points will apply whether stiff or soft collars are sold. (b) For every new line of stiff or soft collars ADDED to an established account, you will receive credit, 20 points. (c) For every concern that you sell collars to, whether old or new accounts, you will receive credit, 10 points each. (d) For every dollar in collar business secured, you will receive one point. Where collar sales run over even dollars, extra points will be allowed for any CENTS appearing. For instance, if sales collars are $100.20, you will receive credit for 101 points.

Every salesman will keep his own score, using special slip that we have had printed for the purpose. You will note each line on attached slip preceded by a number, either 1 or 2, and that at right of slip there are two columns marked either 1 or 2. Figures covering line marked No. 1 should be placed in column marked No. 1. The same should apply to column marked No. 2 in connection with line marked No. 2. Handled in this manner, you will give us the figures that we want lined up in a manner which will be easy for us to check. At the close of business, when mailing orders, and making out reports, you will scrutinize carefully all of you collar orders, and give yourself credit for points as above mentioned as listed on special score sheet.

Salesmen Fix Own Quotas

In the Sherwin-William's organization the salesmen have a voice in fixing their own quotas.

Before the beginning of a new fiscal year, each salesman is expected to turn in an estimate of the sales he believes he can reach in the various departments, together with the number of accessions of new agents, dealers and other accounts, which he hopes to attain. A salesman's estimate, however, is not final. Before it is O.K'd, it has a set plan of procedure to go through. It goes to the sales, district and department managers for alteration or approval of details; it must bear the test of comparison with past sales; it must be analyzed in its bearing on the nature of the territory, the competition of local manufacturers, the distance from factory or warehouse the character of the market and the purchasing ability of the people in it, the opportunity for sales in particular lines and favorable or unfavorable general conditions

When all these points have been scrutinized, the salesman is notified of the figures he is expected to reach, and if his own figures have been changed he is acquainted with the reasons for the alteration. The plan now stands before him. It is his plan for the ensuing year, and he must abide by it, except in the case of extraordinary intervening reasons. There are several hundred salesmen who thus work every year to a fixed aim, and there are special salesmen who handle the very large accounts.

There will be illustration of other quota systems in Mr. Lewis's article in August MARKETING.

❦ ❦ ❦

One of the most attractive of the new street car cards is that of the St. Williams Preserving Company advertising their Curling Brand Marmalade.

The Market Place of Central Canada

THE "MARKET PLACE" has been, since the earliest days, the place where one naturally turns when wishing to buy, or to sell anything. Ottawa, the picturesque Capital of Canada, is the ideal "Market Place" of the seventeen Eastern Counties of Ontario, known as the Great Central Dairy Belt, and a large section of the great neighboring province of Quebec finds, in Ottawa, it's logical Market Place.

Ottawa is ever the cynosure of Canada's eyes. Here the laws of the Dominion are made. Financiers and the representatives of "Big Business"; Parliamentarians and Canadians from every corner of this Canada of ours constantly flock to Ottawa —the "Market Place" of the Nation.

Big Money is spent in Ottawa. It's huge Government pay-roll; it's Railway and it's Manufacturing Industries—(perhaps the greatest in all the world)—and the unparalleled Agricultural Districts, stretching out upon every side, make Ottawa a city of Unbeatable Opportunity for the Advertiser.

Surrounded by well tilled farms, stocked with high bred cattle; operated by the most successful and prosperous farmers in the whole Dominion, the "Market Place" of Central Canada is a logical and compelling attraction for the far-seeing Advertiser.

"Tell it" in the "Market Place"

Through Advertising in the

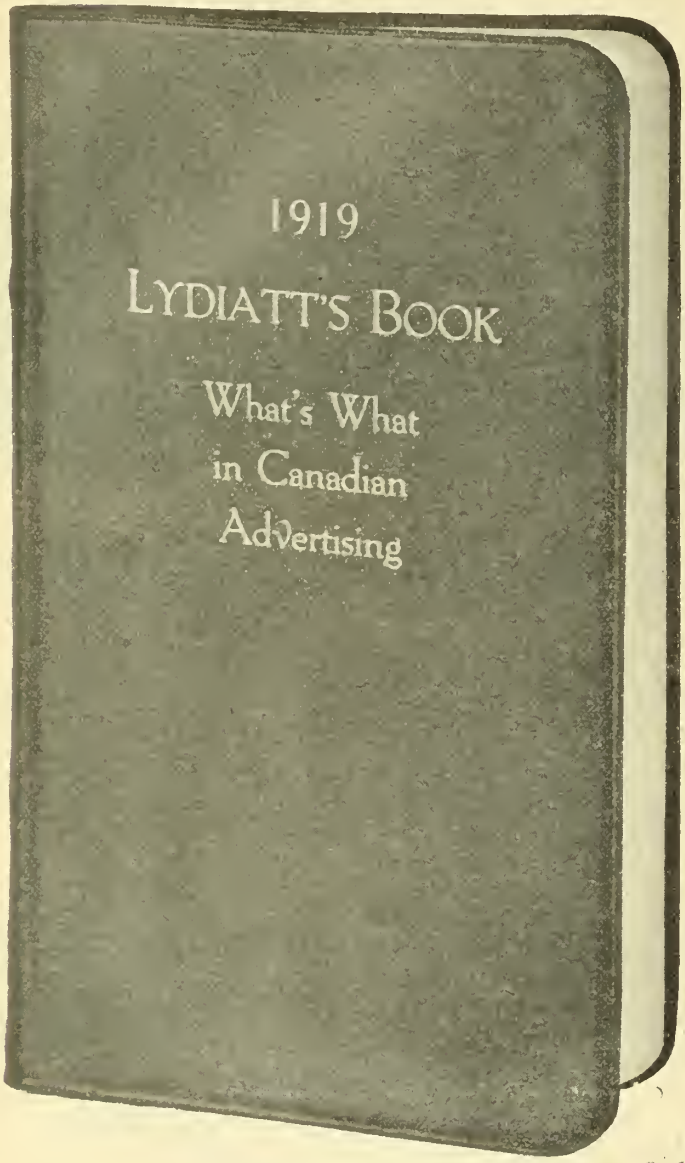
Ottawa Daily Newspapers

The Journal
Dailies

Ottawa, Canada

The Citizen
Dailies

Is All Your Data as Up-to-Date?



350 pages, pocket size, leather-bound.
A complete data book—not a mere directory.

Advertising Rates,
—one time and on contract.

Circulations,
—most complete and accurate ever published showing net paid and details of distribution for most important mediums.

Page and Column Sizes, Publication and Closing Dates,
which papers can use mats, which half-tones and what screen, and all other most essential information regarding all daily and weekly newspapers, magazines, farm, trade and class publications of importance.

Poster and Street Car Advertising,
number posters or cards required, and cost of full and half showings in each city.

Engraving,
descriptions different kinds engravings and how to order them, with costs.

Printing,
Specimen body and display types, borders and rules, sizes papers and envelopes, handy tables for estimating costs, number words per line or square inch in various sizes type, proof reading marks, etc.

Sampling,
Description different methods, cost of distributing, etc.

Window Displays,
How to get them, costs, etc.

Preparing Copy,
Kinds most effective in different mediums. Many valuable suggestions.

Directory Advertising Agents,
(with lists of advertisers served). Printers, Engravers, Lithographers, Billposters, Newspaper Representatives, etc.

And 40,000 Facts About Canada as a market for your goods

Populations statistics, nationalities, occupations, earnings of people, numbers automobiles in different cities, numbers retail stores by trades, industrial and agricultural production, bank, building, customs and other figures indicating business activities, postal and express rates, customs, copyright, trade mark and patent regulations. Truly a wealth of valuable information for sales and advertising managers in the 1919 LYDIATT'S BOOK.

The Sooner You Get It the More Useful It Will Be to You

All data tabulated, classified and indexed for easy reference.
Postpaid to any address on receipt of the price, $3.00.

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto

Sidney R. Cook who was editor of *Canada Monthly*, later *Canada Weekly*, has been appointed editor of *Leslies' Weekly*, New York, which he joined some months ago.

McLarens Limited, of Hamilton, have announced a window trimming contest among grocers for the months of August, September and October. Grocers in centres of 10,000 population or under are offered three prizes of $25, $15 and $10, and those in towns and cities of over 10,000 population are in a separate class, with similar prizes. The requirements are that the display must be originated and arranged by the grocer himself or a clerk, and must contain at least four McLaren invincible lines.

ARTIST WANTED

A Toronto Advertising Agency has an opening for a competent Art Man. Most of our work consists of line work and lettering but we have some black and white brush work and also some colour work. An all round man desired if we can secure him. Do not apply unless you are looking for a permanent position. Give full particulars and state salary desired in your letter asking for interview. **Box K, Marketing.**

COPY MAN WANTED

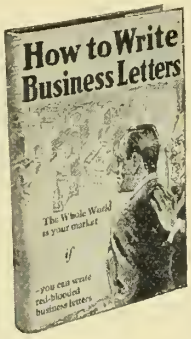
Wanted by a Toronto Agency, a young man to start in Copy Department. A Canadian college graduate preferred. Unless you are clean-cut, thoroughly in earnest and are determined to make advertising your life work, you need not apply. Give full particulars in letter of application and state salary wanted to **Box J, Marketing.**

FOR SALE

MOTOR, 10 horse power alternative current with controller, $400.00.

Apply

LE DROIT, OTTAWA



How to Write Business Letters

This practical book was produced after careful analysis of more than 1900 letters—some unusually successful, others partially so, and some failed of their purpose. This book tells why they were successful or why they failed.

How to Write Business Letters takes the actual everyday correspondence you receive and shows you specifically how to answer it with the best results. Shows you with reproductions of actual letters that have sold goods, collected accounts, increased trade and prestige for some of the shrewdest correspondents in America.

Here, too, are reproduced whole series of follow-up letters that have won countless dollars in additional profit. A careful reading of one of the series alone may give you new ideas for your letters worth thousands of dollars.

160 pages, 6x8½ in.

PRICE $1.50, including packing and carriage charges.

Order from

MARKETING, 53 Yonge St., Toronto

Co-operation and Honesty have in two and one half years built up the finest Envelope business in Canada, also a fine foundation for what we expect will some day be the largest. We Lead in Quality and Service

TORONTO ENVELOPE CO. Limited

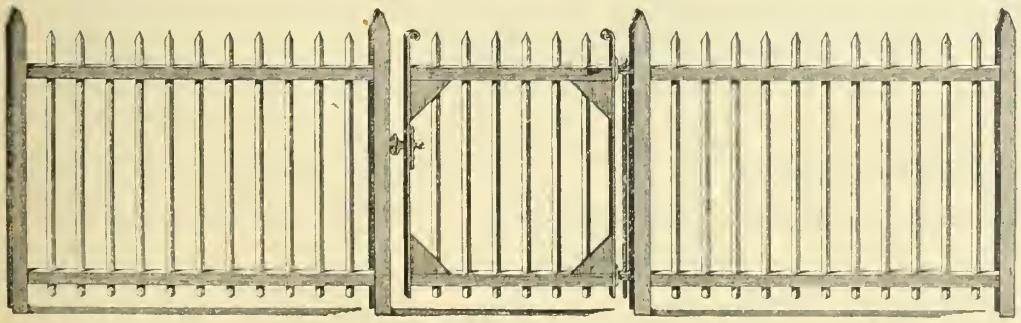
115 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

Dennis Iron Fence

When putting up a fence it is good economy to erect the best kind of a fence with a view to permanency.

A Dennis Iron Fence will last as long as the building itself. We make many styles at various prices, each strong, simple and dignified in design, and inexpensive in ultimate cost or when considered as year-by-year protection. Ideal for residences, churches, parks, cemeteries, playgrounds, institutions, business premises, etc.



Write for illustrated folder

We Also Manufacture

Steel Lockers, Shelving, Cabinets, Etc.

Ornamental Iron, Bronze and Wire Commercial Wire Work of all kinds

Halifax Montreal Ottawa Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton Winnipeg Calgary Vancouver

Kitchener's Prosperity is Founded on Factories

Kitchener has over 130 busy factories, all prosperous, all busy, all paying good wages. And the number is being steadily increased. Work has started on the big new factory of the Ames Holden Tire Company, and the Four Wheel Drive will soon commence the building of a big automobile truck factory. The employees of the Kitchener factories can best be reached by advertising in the

KITCHENER NEWS RECORD

Member Audit Bureau of Circulation.

Rates from any recognized agency, or write direct. Evening paper.

Through Our

FOUR COMPLETELY EQUIPPED **PLANTS**

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

A.A.C. of W. Convention

Preliminary plans have been drawn up for the forthcoming convention of the Associated Advertising Clubs of the World, to be held at New Orleans, September 21-25th next. The advertising exhibit will be an important feature. Unusually attractive entertainment has been planned for by the local committees. There will be three evenings of entertainment.

Monday evening's feature will be staged in the old French quarter of the city, and the French market of 1803, with scores of actors costumed, will be reborn for one evening. The Advertising Club of New Orleans has been assured the co-operation of the French and Italian societies of the city for the staging of this spectacle.

On Tuesday evening, the Elks and Shriners of the city will take the visitors back to 1860. The guests of the city will first be taken on boats for an inspection of the wonderful new harbor facilities of the city, the trip ending at the point where a wharf scene of 1860 will be staged. Negroes will dance to the twang of the banjo. Ladies and gentlemen of that day will be shown entering and leaving an old river boat that will be the center of the scene. Other negroes will be unloading a cargo of cotton and molasses as such products were handled then. And the business man of New Orleans who have undertaken this feature give assurance that no detail either of custom or costume will be omitted.

The third night will be staged at the Country Club—New Orleans in 1919. Refreshments will be served, and the whole evening will be as thoroughly modern as the other two evenings will be primitive.

Joseph S. Potsdamer, of Philadelphia, was appointed chairman of the National Advertising Exhibit Committee, Mr. Potsdamer attended the New Orleans Executive Committee meeting, and he announced that there would be at least one important innovation in connection with the exhibit this year.

In addition to many of the features that have marked past exhibits, he will plan to show eight complete advertising campaign, demonstrating what mediums were used, and to what extent, in each of them.

Two of these will be purely local campaigns, two will be sectional, two will be semi-national and the other two, national or international.

WE SPECIALIZE IN

FOLDING BOXES

CONFECTIONERY BOXES MAILING TUBES

ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL

Quality and Service

Dominion Paper Box Co., Ltd.

TORONTO, Ont.

More Advertising of British Goods Needed

ADVERTISING as a factor in the development of British trade in Canada is strongly emphasized in the annual report on the trade of Canada and Newfoundland, by F. W. Field, H. M. Trade Commissioner, at Toronto. In connection with numerous suggestions for United Kingdom manufacturers and exporters to Ontario, emphasizing the importance of competent representation, correct invoicing, etc., he says with reference to advertising:

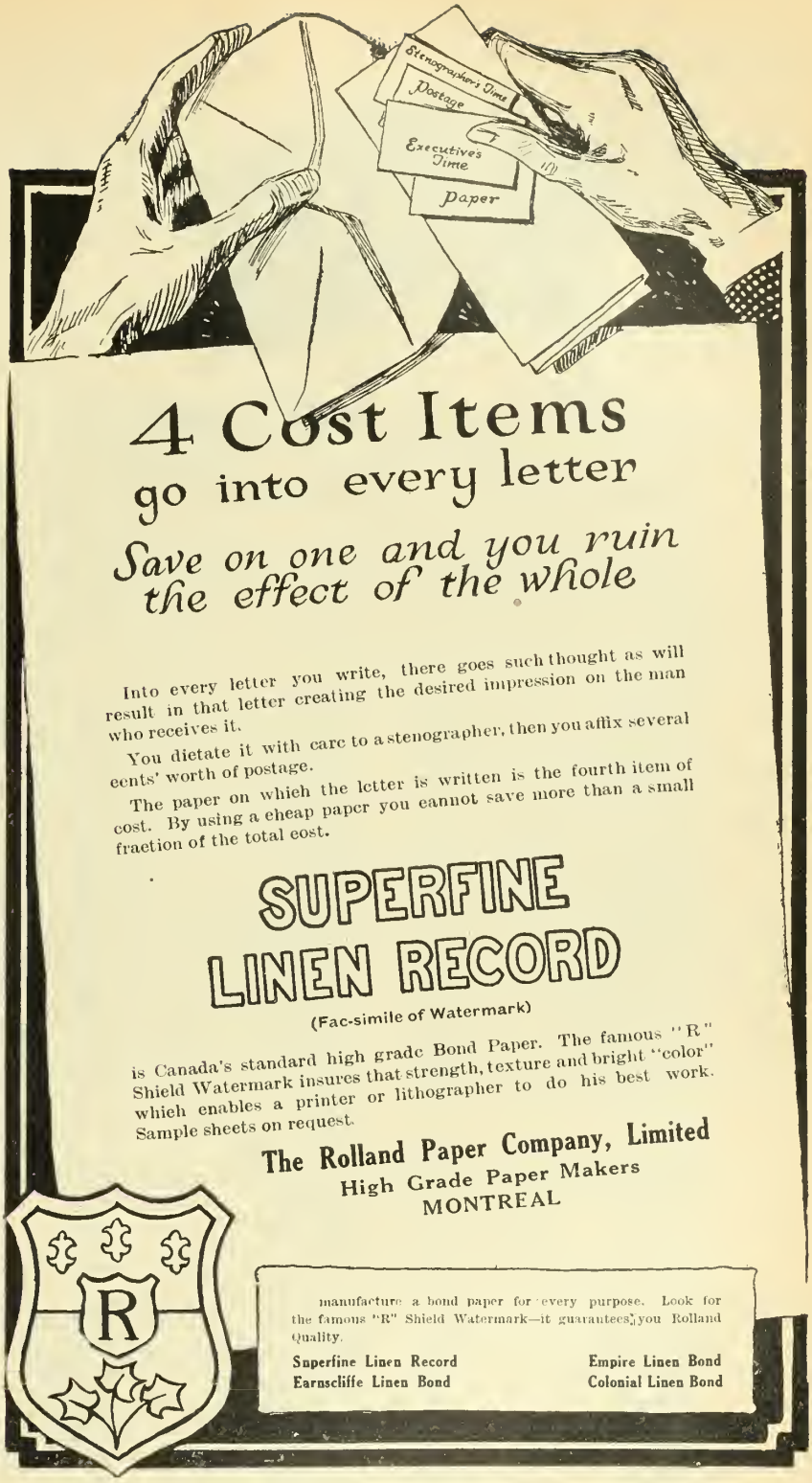
"Firms of United States origin are among the largest patrons of advertising space in the Ontario market, Candians being almost as notable advertisers. United Kingdom firms doing business here, are, generally speaking, small advertisers and not numerous. Only in comparatively few instances have extensive advertising campaigns been undertaken by British firms in Ontario. It is fairly safe to assert that good results have accrued from this policy, when the advertising has been properly planned and directed.

It is notable in the case of the advertising of our competitors that they always feature in large type, the name and address of their Canadian branch or agents. This is a very important matter and is frequently omitted from the advertising of United Kingdom firms. The value of advertising here is materially lessened when there is no local representation.

"It is possible to find in many trade journals, the advertisements of competing United Kingdom and United States houses, the former giving only their English address, and the latter giving both their home address and their Ontario representation, with full particulars as to telegraphic and telephonic communication. In a district such as this, where business is, in so many cases, done with the minimum of delay and along the line of the least resistance, this difference in methods of advertising may frequently mean the difference in obtaining or losing trade.

"Another matter which has been highly developed by American and Canadian advertisers is the change of copy for advertisements. Many advertisers change their copy as often as once a week for weekly publications. Others change their copy every few weeks. The copy is usually striking, well written and demands the attention of the reader. On the other hand, a number of United Kingdom firms allow the same advertising copy to be printed without change, month after month, year after year. If a cut is used, it becomes worn and ultimately loses its attractiveness in the advertisement. The cost of changing copy in advertising is comparatively slight, and, judging by the standards and requirements of the Ontario market, the results are worth the expenditure.

"The manufacturers of this continent look upon advertising in the daily, weekly, monthly, trade and technical press as a first-class investment. While this may be the same in the United Kingdom, the policy of the United Kingdom firms, so far as advertising and publicity in this market is concerned, is, generally speaking, weak. Yet, with the keen competition to be met in all lines and in a market which



Are You On?

Marketing

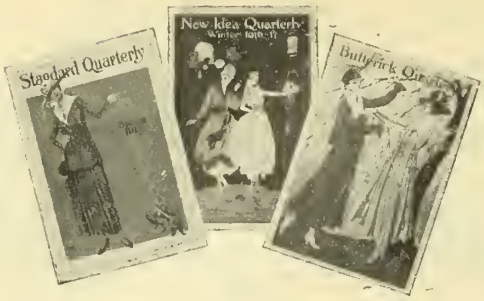
will come to you every month only when you get your address on our subscription list. Say the word—and send the two-spot.

E. ST. ELMO LEWIS
PERSONAL COUNSEL FOR EXECUTIVES

Reports on Sales, Advertising and Marketing Organizations; on Plans, Performance, and Possibilities.

"The Lewis Bulletins," issued Semi-monthly, free to Executives.

317 FIFTH AVENUE
NEW YORK



Circulation of the Canadian Butterick Quarterlies

Following figures sales of Spring, 1918, Quarterlies within shopping radius of principle trading centres in Canada—all over the counter to the customers of 3,000 merchants. They stimulate a demand for your goods where it can be of most benefit to you :

ALBERTA	4,792
Calgary	1,335
Edmonton	1,950
Lethbridge	515
Medicine Hat	296
Red Deer	242
BRITISH COLUMBIA	5,865
Fernie	205
Kamloops	160
Nanaimo	158
Nelson	208
Revelstoke	55
Vancouver	2,701
Victoria	889
MANITOBA	8,243
Brandon	814
Dauphin	223
Portage la Prairie	381
Winnipeg	6,496
NEW BRUNSWICK	2,253
Chatham	144
Fredericton	325
Moncton	270
St. John	761
PRINCE EDWARD I.	381
Charlottetown	200
NOVA SCOTIA	3,117
Amherst	315
Halifax	1,049
New Glasgow	490
Sydney	409
Truro	162
Yarmouth	50
ONTARIO	38,205
Barrie	421
Belleville	1,179
Brantford	1,478
Brockville	607
Chatham	796
Cobalt	222
Collingw od	370
Cornwall	256
Galt	798
Goderich	464
ONTARIO (Continued)	
Guelph	537
Hamilton	3,721
Harriston	933
Kingston	700
Kitchener	382
Lindsay	526
London	1,570
North Bay	151
Orillia	810
Ottawa & Hull	2,468
Owen Sound	365
Parry Sound	65
Pembroke	300
Peterboro	832
Pt. Arthur & Ft. W'm	589
Port Hope & Cobourg	239
Renfrew	210
St. Catharines	564
St. Thomas	945
Sarnia	409
Sault Ste. Marie	344
Smith's Falls	897
Stratford	711
Sudbury	219
Toronto	15,376
Welland	258
Windsor	478
Woodstock	871
QUEBEC	18,322
Joliette	90
Montreal	8,724
Quebec City	1,489
St. Hyacinthe	160
Sherbrooke	221
Sorel	75
Three Rivers	302
Valleyfield	88
SASKATCHEWAN	4,625
Moose Jaw	443
North Battleford	117
Prince Albert	105
Regina	990
Saskatoon	1,250
Swift Current	138
Weyburn	270
Yorkton	238
Total Circulation	85,803

Forms Winter 1919 Issue Close August 20th

Manager Advertising - 53 Yonge St., Toronto

buys largely the goods for which publicity has helped to create a demand, it is necessary to have a continually favourable atmosphere to assist the salesman. Spasmodic advertising is of little value. A well prepared and properly conducted campaign, occupying a long period, then to be renewed, gives the greatest service. This market lacks the favorable publicity atmosphere which our competitors have here, and a change in this condition is a matter of great importance.

Use of Catalogues

"The tendency of manufacturing and other firms in this area to standardize the sizes of catalogues has been discussed in previous reports. With the strengthening of the local custom on the part of public bodies, manufacturers, etc., of appointing purchasing agents, catalogues are assuming a larger importance in this market.

"Loose leaf catalogues have grown in popularity. Here, for instance, is a press description of such a catalogue issued by a United States firm, with a branch factory in Ontario:

> " 'The .....Company are distributing a booklet describing various types of ..... This booklet forms Section No. 100 of the company's catalogue and contains 111 pages. The plan now followed by the company, in order to simplify the catalogue and also to keep up with improvements which are made from time to time, is to replace the bulky catalogues with sections, which are easily and quickly replaced without affecting the rest of the catalogue.'

"It is desirable that firms issuing catalogues should send them to the interested trade and technical papers in this area, with a request that they should acknowledge receipt in their reading columns under such a heading as 'Publications Reviewed.' These journals are usually willing to do this. In the case of catalogues which contain, in addition, valuable trade information, a request may properly be made for a short editorial review of the volume.

"While this office is frequently able to send United Kingdom manufacturers, lists of firms and organizations likely to be interested in certain catalogues, it should be borne in mind that the mere circulation of catalogues here does not obtain business of value. Only in very rare instances is business obtained in that way. A number of British houses send catalogues to this office from time to time with the request that inquiries made for their goods should be forwarded to them. it must be clear to these firms, upon further consideration, that buyers only occasionally seek the assistance of this office, because salesmen of so many aggressive and competing firms are constantly calling upon the buyers. Broadly speaking, this is a market in which the vendor must come and offer his goods, pushing them extensively in order to meet the keenest possible competition from other countries. Most of those who hope to build up a business of value merely by the circulation of catalogues, circulars, letters, etc., are doomed to disappointment."

(*Continued from page 254*)

don County Council) itself is in many places the worst offender, as it permits old hoardings to stand in conspicuous spots with the ragged remnants of torn posters flapping in the wind. Even the Aldwych entrance to Kingsway is defaced in this manner.

"No matter how important these posters may seem to the men who make them or pay for them, the fact remains that they are a public nuisance. They are not necessary to a nation like ours which reads so many newspapers and magazines. They confer no benefit upon the public. There would be no general outcry, "Give us back our posters" if they were to be suddenly abolished. In fact, if we could just free London from posters for a single week they would not be allowed to return.

"Advertising should not be allowed to run amuck, as it does in London. It should not constantly offend public spirit and good taste. It is neither good business nor good advertising to plaster all manner of glaring and offensive signs upon buses and stations and streets and houses. Certainly it is not salesmanship to persist in a policy that flouts the feelings and wishes of the public.

"When this inexcusable defacing of our cities is prevented, advertising will become more effective than it is to-day. It will be respected. It will be appreciated as the best tonic and stimulant that business can have. It will take the place it deserves, as one of the educational forces of the nation, assisting all people who wish to buy wisely."

I vote with Mr. Casson. The plague of posters in London, and their uncontrolled exhibiting, make one wish that the practices and standards of America obtained in the matter of the billboard erections and maintenance. But neither in America nor in England should landscapes and beauty spots and residential districts be permitted to scream forth the colored vagaries of poster artists. The poster has its place and value, and, by the same token, it has its no place and its no value. But I fear that Mr. Casson will be a very old man—probably a dead man—before the reform he could wish to see in London becomes an actuality.

American Magazines in London

I close this month's letter with a mention of some American magazines I see displayed on the news-stalls. They are *Vogue*, *Life*, *Delineator*, *Ladies Home Journal*, *Saturday Evening Post*, *McClure's* and *Metropolitan*. When I was in London eight years ago, only the *Delineator* was obtainable easily. Selfridge's imported a few copies of the *Saturday Evening Post*. *The Ladies Home Journal* is sold at the fixed price of 1s. 3d.—30c.; and the *Saturday Evening Post* at 7d. Perhaps it was the war that introduced, for sale on the news stalls, some of these American Magazines, but, whatever is the explanation, there they are, and they sell.

J. C. K.

The Poster Advertising Association of Canada held its annual meeting in Niagara Falls last month.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 24,339
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 6,228
One daily in big prosperous farming district, one of the best markets in west.

Brantford, Ont., EXPOSITOR (E) 9,570
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,266
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 43,197
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE DROIT (E) 9,174
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000

St. Thomas, Ont., TIMES-JOURNAL (E) 9,227
Only daily in St. Thomas or Elgin County, and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,097
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 29,009
April net paid 39,299. A select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,135
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Blanketing New Brunswick At One Cost

5c. Per Line FLAT

Chatham or Campbellton, Sussex or St. John—you'll find your New Brunswick Mediums problem solved by the Daily Telegraph and The Evening Times Star of St. John—New Brunswick's Greatest Dailies.

More than 30,000 copies daily strategically placed throughout the province this combination has few equals in all Canada as a one paper proposition.

A study of your A.B.C. Reports will show that the amount of duplication existing between the two is small and the circulation of each highly concentrated.

May we serve YOU?

The Daily Telegraph—The Times—Star

Morning St. John Evening

The ONLY A.B.C. Papers in New Brunswick

And the Farmers Kept on Farming

A few thousand industrial workers cannot rescind the bounty of Nature.

Seedtime and harvest succeed one another in spite of efforts to clog the wheels of progress and bring production to a standstill.

Western Canada is not at the mercy of a few lawless agitators ; its prosperity is derived from the soil. That prosperity is not in danger of being below normal to any appreciable extent.

This fall the West may quite feasibly notch a new high-water mark of buying power.

THE threatened industrial "REVOLUTION" in Western Canada was bound to fail, because the real industry of the West was not involved in it, was not even interested in it, except in so far as they were opposed to it.

That real, essential industry--of course--is agriculture.

Throughout the recent labor trouble in Western Canada, the farmers kept on farming.

Essential production has not been diminished.

Weather conditions have been unusually favorable.

Every indication points to a splendid general crop.

The buying power of Western Canadians will not, on the whole, be impaired.

If you contemplate an Advertising Campaign in the West, get in touch with one of the recognized Advertising Agencies, they will give you excellent service.

Manitoba Free Press Co'y, Limited

Winnipeg, Man.

Eastern Representative, E. J. Guy, 302 Royal Bank Building, Toronto, Ont.

Charlie and His Silk Sox

CHARLIE buys a lot of advertising.

He used to buy the lowest-priced space he could regardless of all considerations of quality and super-excellence in the publications. Of course he wasn't getting the best out of his space.

¶ Possibly he wondered; but of course he couldn't admit even to himself that there was anything wrong with his methods.

¶ But one day he was chatting with another advertising man who did business on the opposite basis and they came to discussing quality in publications.

¶ "It doesn't make a bit of difference to me," said Charlie, "what kind of paper the publication is printed on. I don't care a fig for all your publication's so-called quality and quality circulation. Paper's paper, and circulation is circulation, and white space is white space and nothing more."

¶ His friend smiled and leaning forward put his foot under Charlie's shoe as they sat by the desk together. Pulling the shoe toward him he smiled, "Silk sox, eh?"

¶ "Of course," said Charlie complacently, "I always wear them."

¶ "What's the sense of that, old man—why you can get cotton ones for 15c. a pair and they'll cover your feet just as well."

¶ "What! Me wear cotton sox?" raved Charlie, almost hitting the ceiling, as he leaped up in surprised anger at the thought. "Not on you life—I wouldn't be seen with them on. Why the firm would go crazy if I didn't dress right."

¶ Now his friend leaned forward.

¶ "Yet," he said, "you are the man who placed all his firm's advertising in 'the cotton-sox class' of publications and will not even listen to me talk a pure silk proposition like our magazine."

¶ Charlie still wears his silk sox.

¶ BUT he now advertises in *Everywoman's World*, Canada's Greatest Magazine.

Consider Them As an Investment

Consider these new "Office Specialty" Counter Height Filing Sections in the light of an investment that pays you real dividends in actual money saved.

In the first place "Office Specialty" Counter Height Filing Sections serve all the purposes of high-grade filing cabinets. And in addition they combine the function of an office counter. That's where your first dividend comes in—you save, in first cost, the price of a counter.

On top of this there's your dollar-and-cents saving represented by the floor space conserved. And at the prevailing rate of rentals this saving means quite a repectable figure on your bank balance.

COUNTER HEIGHT SECTIONS

If this were all the service these Counter Height Filing Sections performed you would even then be getting double value for your money.

But they do more.

They act as department divisions in an office when stacked together as shown in the illustration.

Any record in his department is available to the executive in half the time it would take the filing clerk to walk to the filing room.

So besides the known savings they effect in space —and consequently money—they enable your clerks to get papers and records for you quickly—they save your time and the time and energy of your staff.

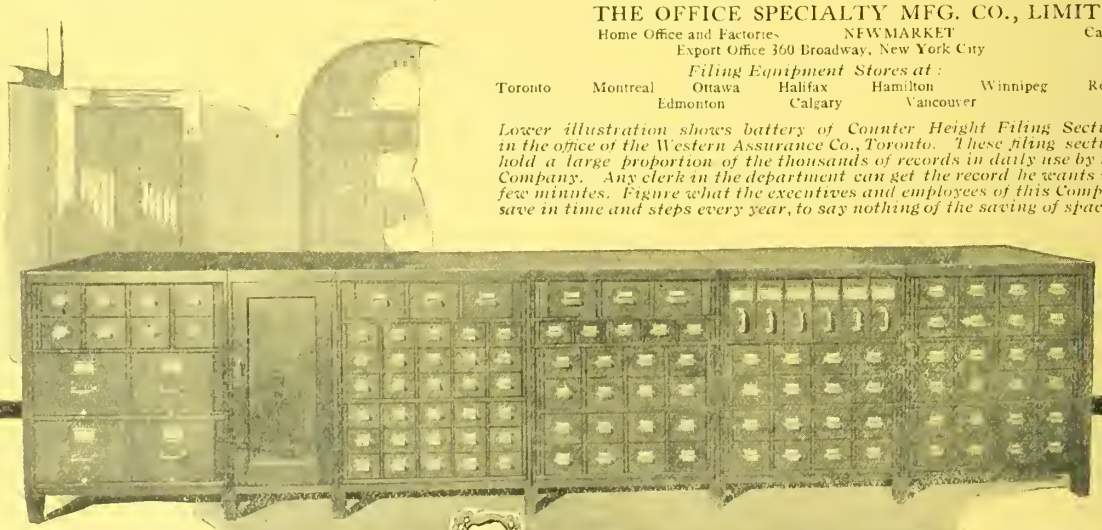
Tell your stenographer to type a memo today for descriptive folder "The Conservation of Space in Your Office." It's free.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office and Factories NEWMARKET Canada
Export Office 360 Broadway, New York City

Filing Equipment Stores at:
Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina
Edmonton Calgary Vancouver

958

Lower illustration shows battery of Counter Height Filing Sections in the office of the Western Assurance Co., Toronto. These filing sections hold a large proportion of the thousands of records in daily use by this Company. Any clerk in the department can get the record he wants in a few minutes. Figure what the executives and employees of this Company save in time and steps every year, to say nothing of the saving of space.



OFFICE SPECIALTY
LABOR SAVING OFFICE DEVICES "Y and E" TIME IS MONEY
FILING SYSTEMS

Marketing
and Business Management

Edited by
WALydiatt

The Times Demand Advertising to Educate the Public

Important a part as Advertising played in the winning of the War, there is an infinitely greater task ahead—the maintenance of Trade and Prosperity in the face of shifting conditions, unrest and re-establishment.

There is a double advantage to-day in advertising efficiently: first, an advantage to you since the public must know your goods before it can be served by them; and second, by keeping your plant running at full speed, an advantage to those in your employ for whom you provide work.

In the many problems that surround SUCCESSFUL advertising, we are prepared to advise with you. We will bring to bear the accumulated experience of Thirty Years in the Canadian markets.

Address nearest office

A. McKIM, LIMITED

Advertising Agency,

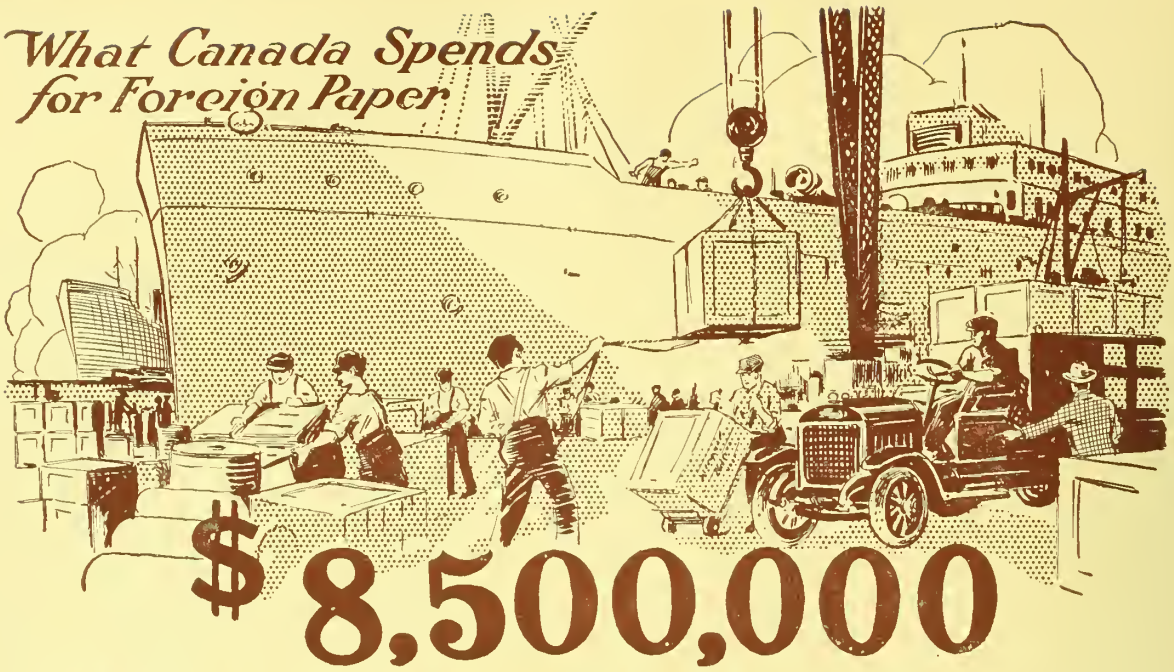
MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a Copy

AUGUST 1919

$2.00 a year



Why Send All This Money out of the Country?

Importations of foreign made paper into Canada last year amounted to approximately $8,500,000.

Nearly all this paper could have been made in Canada, and could have been made of equal quality.

The support of home industries is a vital part of Reconstruction, and every business man in Canada who buys a dollar's worth of printing should instruct his printer to

USE MADE-IN-CANADA PAPERS

Look for this mark on the wrapper of every package of paper you buy.

Canada is one of the greatest paper-making countries in the world. Here the *best* papers are made, with the demand exceeding the supply. Now comes the time for expansion and development of Industries,—the time for active Co-operation all round.

It is a time for using BETTER papers in your booklets and printed matter. Better paper begets better printing; and the many customers who never see more than an occasional representative of yours *judge* you by your printed matter.

Better paper means Made-in-Canada paper. It is to your benefit and ours to insist on it. Your decision will help to retain $8,500,000 a year in this country.

Send to-day for the booklet "Some Facts About the Pulp and Paper Industry of Canada." It is Free.

CANADIAN PULP AND PAPER ASSOCIATION

Book and Writing Paper Section

137 McGILL STREET, - MONTREAL

Twice a Month

Beginning February 1st 1920

MACLEAN'S will be issued as a semi-monthly—the first and fifteenth of each month—beginning February 1st, 1920. This will enable advertisers to secure still greater returns from their advertising investment. It will give them an opportunity to call TWICE A MONTH on 70,000 of Canada's families of better-than-average income.

Canada's Greatest Advertising Medium

MACLEAN'S is known as Canada's greatest advertising medium—for its *outstanding capacity for consistent production.* It is a consistent producer of orders and goodwill for advertisers—at reasonable cost. The twice-a-month issue will strengthen its appeal—its influence—its productiveness. Remember this: MACLEAN'S stands on a level with the finest general monthly magazine published—judged from the standpoint of physical appearance, editorial contents, and advertising lineage.

75% Increase Over Last Year

MACLEAN'S advertising lineage for the first seven months of 1919 shows an increase of 75% over the same period of last year. This shows that advertisers must be getting desired results. It is interesting to note that only *one* general monthly magazine on the North American continent carries a greater advertising lineage than MACLEAN'S.

70,000 Copies—350,000 Readers

Equal to a United States Circulation of 1,400,000 on a per capita basis.

It is both natural and logical that advertisers should get desired results because MACLEAN'S makes a strong appeal to progressive and influential Canadian families. And 70,000 copies are being printed each month. This means that 350,000 up-and-coming Canadians read MACLEAN'S regularly. These are good reasons why MACLEAN'S should be first on your Canadian advertising lists—and used in a big way—now, and during 1920. Complete details upon request.

Once a month now—twice a month beginning February 1st, 1920.

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Member Audit Bureau of Circulations

143-153 University Ave., - Toronto, Canada

Globe Circulation Exceeds Even Its Own War Time Record

War is a time of big newspaper circulations. People buy several papers where only one is bought in times of Peace.

When Peace comes newspaper circulations usually fall. Many good papers show a drop in the last seven months.

But GLOBE circulation has not dropped since hostilities ceased. It is ACTUALLY GREATER TO-DAY than when the armistice was signed.

THE GLOBE continued its unsurpassed cable services, organised during the War, throughout the period of peace-making. It will continue them now—only they will be devoted to reporting to the people of Canada the developments in the political, economic, and industrial fabric of the world. THE GLOBE has INCREASED the volume of its news while other papers are cutting down.

THE GLOBE is determined to be the leader in times of Peace as it was in times of War. It is determined to give a greater variety and a better quality of news.

Globe advertisers appreciate Globe service to Globe readers. They are placing in THE GLOBE this year 40% more advertising than last year.

Service to the reader means service to the advertiser.

THE GLOBE gives both.

The Globe

TORONTO

W. G. JAFFRAY, *President* WM. FINDLAY, *Advertising Manager*

MEMBER A. B. C.

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 8 TORONTO, CANADA AUGUST, 1919

SHOULD WE PUBLISH A HOUSE ORGAN

Its place in the advertising programme, as seen by a review of those published in Canada. House organs defined and analyzed and the chief considerations in their make-up and publication described. First of a series of three articles.

Written for MARKETING by W. J. HEALY

A bulletin issued a few months ago by the Pulp and Paper Section of the United States War Industries Board, contained a definition of a house organ which has at least the virtue of being official, and which means that, in the States at least, the house organ has become recognized as a separate and distinct kind of publication.

Three different varieties, in fact, were defined. First was the "individual house organ, a publication of stated frequency of issue, published in the interest of an individual, a firm or a corporation." The second was the "collective house organ, published in the interest of a collection of individuals, firms or corporations, and not having second-class mailing privileges." The third was the "community house organ, published in the interest of a church, charitable institution, club, society or community, and which has been granted second-class mailing privileges."

These definitions are of interest chiefly because they give a definite status to the house organ, which, to the average person, often appears to be merely a piece of printed advertiseing matter. In these articles there may be occasion to refer to these definitions or classes, although it is principally with the first two that we are at present concerned.

WANTED—A BETTER NAME

The name "house organ" is neither appropriate nor descriptive. An advertising humorist once remarked that a house organ is a wind instrument, providing a convenient means of blowing your own horn! The name is really a "shop term," used by those who edit or print the publication, but not to any extent by the readers of it, few of whom would know the meaning of the term. However the name has taken on a more or less definite meaning to those in the advertising and printing business, and those closely associated with them,—including the man who pays the bills—so it will probably continue in use until replaced by some better and more appropriate name.

There are probably few sales managers or advertising managers who have not, at one time or another had occasion to consider the possibility or advisability of publishing a house organ.

In many cases the idea originates with the advertising or sales manager himself, in others it comes from the head of the business, in still others from a representative of a printing or engraving house—that you ought to publish a house organ. In any case you would probably find it useful to have access to the experiences and opinions of those who are already publishing house organs, to assist you in deciding as to the advisability of using this form of advertising in your business.

In a series of articles of which this is the first, Mr. Healey states the case for and against the house organ in a manner that will make it easier for any advertising man or sales manager to decide as to whether or not it is a logical and profitable form of publicity for his line of business.

OBJECT OF THE HOUSE ORGAN

According to those who may be considered authorities on the subject, the purpose of advertising is to sell —or to help to sell—goods or services. The house organ, as a form of advertising, goes a step further back, and its primary object is to "sell" the individual, firm or corporation that produces the goods or services.

It may be considered as a builder of good will and of prestige—a medium for the expression of the policy, personality, aims, aspirations and other features of a business institution. Under proper conditions it can do all these things and more. It is the aim of this article to outline what seem to be the proper conditions under which a house organ can be planned and produced so that it will fulfil the objects for which it is started, and prove a permanently profitable venture for the firm or individual by whom it is issued.

WHAT TO AVOID

Probably every business man has somewhere in the back of his mind the idea that he could and would like to run a newspaper, or at least edit one. The fascination of seeing in print one's own ideas and opinions, or pleasing things about one's own business, is very great.

Quite a considerable number of successful manufacturers, real estate dealers, brokers and others who have made enough money to be in a position to indulge their hobbies, have bought or started a newspaper or magazine, with great expectations of molding public opinion thereby. Perhaps one in ten makes a success of the undertaking, and the other nine charge up their losses to experience.

Similarly, house organs have been launched as "a little magazine of our own," without any real reason for their existence or any definite purpose to be accomplished. It is the lack of a definite business purpose, combined with insufficient provision for proper editing and management, that has caused the death of the relatively small number of Canadian house organs that have been discontinued in the past few years.

NEED OF A DEFINITE POLICY

Looking at the other side of the picture, the successful house organs, of which at least fifty are being published in Canada at present, have nearly all been started with a definite, clearly defined object, and conducted with a policy in keeping with the best traditions of the firms by which they are issued.

CONDITIONS THAT CREATE NEED OF HOUSE ORGAN

In most cases there have been certain conditions that seemed to call for some means of delivering, at regular intervals, communications of more or less importance from the firm to its employees, agents, dealers or customers. For instance, a large manufacturer of

footwear wants a means of reaching regularly every footwear dealer of any importance in Canada, numbering from 12,000 to 15,000. No single shoe trade publication reaches even a quarter of these dealers. To accomplish its purpose this firm publishes its own house organ—which will be reviewed in a later article—and finds it a most valuable means of building up its business.

Perhaps the most important part of the work done by a good house organ is educational—teaching its readers to recognise and appreciate better quality of goods or service, encouraging them to adopt better business methods, keeping them posted on the newest and best developments in their particular line of business.

If by means of a house organ you can help a man to become a better business man—showing him how to increase his profits by improved methods of buying and selling—he will be likely to buy more from you even if your house organ did not contain a single reference to your own goods. When the advertising message is effectively presented—as in the form of a number of pages of display advertising—the direct effect in stimulating and producing sales may be very important.

Keeping the Customer Sold and Friendly

In many lines of business it is quite as important to keep your customer "sold" as it is to sell him in the first place. In life insurance, for instance, the company makes very little profit, if any, until after the third premium has been paid. Furthermore a policy holder who lets his policy lapse is likely to feel unfavorably disposed toward life insurance in general—hence the importance of keeping up his interest and good will.

The same thing applies to retail dealers in every line of trade. To make the first sale usually costs more than the profit on the order, and it is very important that the dealers' interest be kept up during the periods between the salesman's calls.

To sum up, the principal reasons for publishing a house organ are, first, a desire to cultivate good will and friendliness toward the house; second, a desire to educate employees, agents, dealers or consumers along certain lines of thought and action; and, third, a desire to increase sales directly—this last being largely in the nature of a by-product with the publishers of many house organs.

Importance of Plans and Preparations

Those who have had the most experience with house organ editing and publishing know that success depends very largely on thorough preliminary planning and preparation. A firm about to start a house organ is in a position that might be compared to that of a man about to get married. It means taking on added responsibilities and expenses, which are likely to increase from year to year. It will make demands on both your time and your attention—for a house organ that does not receive proper care will show it quite as plainly as a neglected wife. And to the business world at large it is the representative of the house—in a way quite similar to that in which your wife's appearance and bearing advertises your social status.

This comparison is made largely to emphasise the fact that starting to publish a house organ—like entering the state of matrimony—should, as a general rule, not be done in too much of a hurry, or without due consideration of the responsibilities involved.

A house organ is a really serious and important business proposition, presenting opportunities and possibilities that are probably not equalled by any other form of direct by mail advertising. And one of the most important things of all is to get the right start.

Field to Be Covered

The first question to decide is—to whom is your house organ going to be sent? Not only is this the first step in order of time, but the first in point of importance. It is the factor which determines practically every other feature connected with a house organ.

The selection of the field to be covered depends entirely upon the requirements of the particular firm by whom it is being considered. An examination of a large number of house organs seems to indicate that the most important and successful are those that cover the largest proportion of the field which they are designed to cover.

There are house organs circulating in quite a restricted field that are considered to be very profitable. The important thing is to make sure that, having selected the field for your house organ to cover, you cover it thoroughly and intelligently. This will be referred to later under the head of lists.

Selection of the Name

Next comes a matter of much importance—the selection of a name. It is almost as important as selecting a trade name or a trade mark for your product. It should be a pleasant name, easy to say, conveying as much as possible of the best kind of suggestion about the product or the company it represents.

The advantage seems to lie with short names—one or two words of one or two syllables—words that are pronounced easily, and that appeal to the imagination. 'Sunshine," "Gilt and Glimmer," "By-Water," "The Sterling Mark," etc., are examples of appropriate, expressive, euphonious and popular house organ names. Anything freakish, long or hard to say should be avoided.

Editorial Organization

The matter of editorial policy and organization should be carefully considered from every possible angle. A man who is already in charge of a sales department or an advertising department rarely has enough time at his disposal to undertake the work of editing a serious house organ. If he has not, the question to be decided is whether to engage an assistant to take some of the work off the shoulders of the advertising or sales manager, so that he will have time to edit the house organ; or to engage a man specially to edit it, possibly assuming other duties as well; or to have it edited by an outside man connected with a printing or advertising organization.

Here again the matter must be decided according to the conditions of each individual case. Most of the house organs published in Canada are edited inside the organization, though there are a few of the best that are edited by an outside man, working in close co-operation with the advertising or sales manager.

A house organ is perhaps the best example we have of what may be called "institutional" advertising. Every well-managed business house develops an established order of doing things that gives it an institutional character. This character should be expressed or reflected in all the firm's advertising, and especially in its house organ. For this reason it must be edited by a man who is in the closest possible touch with the inner workings of the organization.

At the same time the editor should have the point of view—or be able to get it—of the man to whom the house organ is to be sent. In other words, the ideal house organ editor should be in the position of the inside man looking out, and of the outside man looking in. A man who is both sales and advertising manager, who has had selling experience out on the road, who can write and who knows something about printing and engraving, should make an ideal house organ editor. Such men are not plentiful, and in actual practice the editor who combines the most of these qualifications will be likely to produce the best house organ—provided he is given the wherewithal to produce it and a fairly free hand to work out his ideas.

To a very great extent the successful house organ is the result of the initiative and enthusiasm of some one man. He may or may not actually write the matter, but he shapes the policy of the publication, determines the matter and form of it, keeps the management and the sales organization "sold" on it, and, —if he is particularly successful—enthusiastic about it. It is the ability of this man, plus the support he is given by the house, that determines the value of the houes orgar.

Securing the Material

More than one house organ has started out with an abundance of material and enthusiasm, and after a few issues, as the material was used up faster than the supply could be replenished, the enthusiasm also waned. This is a possibility that can be forestalled by proper editorial policy and organization. In the case of the larger and more important house organs, it is important always to be in touch with best sources of supply of suitable material and illustrations. They are to a house organ what good news services and special features are to a newspaper. What the editor writes himself might be compared to the local news and the editorials of a daily newspaper.

In the case of smaller and less pretentious house organs, the editor is called upon to write a larger part of the matter, supplementing his own efforts by suitable clippings from many sources. He should have as many other house organs as he can conveniently read, coming to him regularly—arranging an exchange for his own publication with those willing to do so, and subscribing to the others he wants. Sometimes house organs in totally different lines of business will suggest the most useful ideas.

In the case of internal house organs—published for employees—a great deal of useful matter can be secured from the staff and employees themselves. To get it requires a certain amount of persistence and diplomacy on the part of the editor, but by the help of printed suggestion blanks, prizes for the best

suggestions, news items, jingles or stories, it is possible to get a great deal of useful material

Keeping in Touch With Readers

In the case of house organs going to dealers, agents, and even to consumers, it should be the policy of the editor to keep as closely as possible in touch with his readers. The success of any publication—whether newspaper, magazine or house organ—depends largely on the extent to which it is able to enlist the active interest and co-operation of its readers. Most people feel that they know something about how a paper or magazine should be edited, and by asking for their advice and suggestions you are not only paying them a subtle compliment but giving them a chance to pass on to you any ideas or suggestions they may have—some of which are sure to be useful. Also readers who are consulted in this way are much more likely to feel a sort of proprietary interest in the publication, which is a feeling well worth cultivationg.

Special Features

The subject of special features and illustrations is much too big to deal with in detail. The larger house organs all use a variety of special articles and illustrations—some of them paying liberal prices to the best writers and illustrators for the kind of material they want. It is likely that this policy will be followed to a greater extent in the future than it is at present. To publish a good house organ is expensive—apart altogether from the cost of the reading matter. If by paying forty or fifty dollars or more for a really good article by an able writer, you can get a great deal more attention from your readers, and give them better value than you could give them otherwise, it is money well spent.

Similarly the use of illustrations is increasing in all the better house organs. Your problem is to win the reader's interest and hold it, if you want him to be a careful reader of your house organ. To do this you must make it both interesting and easy to read. Whole pages of solid type matter are not easy or interesting reading, unless the matter is of unusual quality. The solution is to break it up by illustrations. Study of the pages of popular weekly and monthly periodicals shows how this can be done to the greatest advantage. Half tone cuts made from photographs of good live subjects are probably best for any line of goods or service that lends itself to graphic illustration.

Of equal or perhaps greater interest and value, if well done, is the cartoon. The serio-comic illustration that not only amuses but carries a real business message as well, is one of the most important developments of commercial art in recent years. And it can be used with great advantage in a house organ, which it serves in the same way as the cartoon serves the daily or weekly newspaper. A clever cartoon will do more than a two-column editorial to drive home a political point. And a clever business cartoon will do more than pages of type to get across a message and make it stick in the mind of the reader.

This class of illustration is a fairly recent development, and is by no means easy to get. But it is worth while going to some trouble and expense if you can get the right kind of cartoons. They are especially valuable in house organs that go to salesmen or agents, as familiar characters can be created and made to give a great deal of life and interest to the pages of a house organ.

Size, Style and Make-up

The size, style and mechanical make-up of a house organ are of very considerable importance, as they are responsible for its appearance, and to a very large extent determine its cost. To decide how big a house organ ought to be is much the same sort of problem as to decide how much space to use in a series of advertisements. It all depends on what you want the house organ to do. The fifty-odd Canadian house organs examined in the preparation of this article show variations in size from 3½ x 6 inches to 9¼ x 12¼ inches—with one issued quarterly measuring 12½ x 18½.

The three most popular sizes seem to be 5¼ x 7½, 6 x 9, and 8¼ x 11¼. The 6 x 9 size leads in point of numbers, but of those started more recently the 5¼ x 7½ size seems to be the favorite, with the 8¼ x 11¼ size running a close second.

As a general proposition it may be stated that the larger page sizes are more economical and more effective. Less space is lost in white margins—an eight page booklet 9¼ x 12¼ will accommodate considerably more matter than a sixteen page booklet size 6 x 9. Also the larger sized page is more effective for showing illustrations in which size and clearness of detail are desirable.

On the other hand the smaller pages are more convenient to read, and have the advantage of being easy to slip into the pocket and carry home or elsewhere to read at leisure. It would seem that a house organ that is to carry actual illustrations of the product and that is designed to be read in the office or store, and possibly filed for reference should be of fairly large page size, say 8¼ x 11¼ or 9¼ by 12¼. A house organ whose illustrations are largely for the purpose of livening up the text and making it easier to read—and whose purpose is best accomplished when it is slipped into the pocket and read on the car or at home—should be small—5¼ x 7½ being probably the best size.

As to the number of pages, the house organs examined show great variations—from four pages without cover to sixty-four pages and cover. Sixteen pages and cover seems to be the favored size. Covers of stock heavier than the inside pages, and printed in two or more colors, are in the majority, though there seems to be a tendency towards the use of the "self" cover, which, by means of clever art work and engraving, preferably in two colors, can be made as effective as the separately printed covers. This also makes it possible to use a second color throughout the inside pages, with very little additional cost.

A List of Canada's House Organs

will be published in connection with this series of articles. We ask our readers' assistance in making it complete. If you know of a house organ published in Canada, tell us about it, please.

Printing and Engraving

From the viewpoint of design and make up, as well as from that of mechanical work in engraving and printing most of the better known Canadian house organs are of a high standard. When we consider the relatively small editions, as compared with American house organs, we seem to be justified in describing the better Canadian publications as being of a very high standard. In these days when any kind of engraving and printing is expensive, the best work costs so little more than the ordinary kind that in the majority of cases it is the most profitable.

In the matter of printing and engraving the best plan of procedure seems to be to decide upon the kind of house organ that you want—size, quality of paper, printing and engraving, number of copies, kind of editorial and art material—then find out how much it will cost. If the cost exceeds the amount of appropriation available for the purpose, either the appropriation will have to be increased or the quality or size of the house organ cut down to a more modest scale.

Sometimes the procedure is reversed, and an appropriation made first, and the house organ so planned that the cost will not exceed the amount specified. This plan is not very satisfactory, as it means that the house organ is brought down to a price and not up to a standard. If it is worth while issuing it at all, it should be a thoroughly good house organ, both editorially and mechanically. The possible difference in cost is relatively small, while the difference in results produced may be very great.

Lists

No discussion of house organs would be practical without a word on the prosy and uninteresting subject of lists. The best house organ ever printed is of little value unless the mailing list is very carefully compiled and kept strictly up to date. Making up a mailing list for a house organ, if one does not already exist, is hard, uninteresting work, but it must be done and done thoroughly. Every possible source of reliable information should be utilised, so that the list will include all the desirable prospects, and as few unprofitable names as possible. And when completed, constant revision—both adding to and cutting out of names—is necessary if the best results are to be secured.

General Considerations

As a general proposition it would seem that the successful house organ is regarded by the reader as an expected and welcome guest,—coming often enough to keep him well acquainted with it, and at such regular intervals that he looks forward to its visits and is glad to see it. If it is late, he wonders what has happened to it, and perhaps drops a line to the editor to inquire the cause of its non-arrival.

It must be left to the reader himself to judge as to whether or not his firm would find a house organ profitable. The fact that only about fifty, out of several thousand possibles in

(Concluded on page 304)

EFFICIENT SALES MANAGEMENT

The eighth instalment of Mr. Lewis's series of articles analysing the essentials of successful sales organization discusses the fixing of standards of sales efficiency. The quota system explained. Continued from last issue.

By E. St. Elmo Lewis

A brief mention, only, can be made here as to the utility of the quota idea. The sales quota of a man is the standard amount of business, on any division of time that may be accepted, which the house knows by investigation or analysis he should procure from the territory to which he has been assigned.

This standard of sales performance is fixed, in the first place, by analysis of the territory. Then the following elements are taken into consideration in order to fix an equitable standard for immediate attainment :

1. The amount of business the house is entitled to in competition with other houses selling in the same territory.

In some lines the dominant house is contented with 10 per cent. of the total business. A wholesale and jobbing house may from analysis of the total business in all territories feel that it should have 40 per cent. of the total business. A house operating an exclusive specialty, such as adding machines, cash register, time clocks, and other high-grade specialties protected by patents which give it a monopoly may demand as high as 90 per cent. of the business.

2. The total business that has been received over the period in which the company has been operating in that territory.

This amount is increased by its average percentage of increase or by a greater amount, depending upon competition, in order that the territory may be brought up to the average.

3. The travel conditions worked out on a basis of the number of calls on the prospects that can be made in the given number of days.

In business where trade-outs of old types for new types of the product has an important relation to the number of sales, not only the non-users must be taken into consideration in fixing quota. The Burroughs adding Machine Company, for instance, found that where most adding machines had been sold, more adding machines could be sold. The automobile companies are finding that 90 per cent. of the cars in certain classes are sold to present users.

A compensation based on a quota fixed as nearly as judgment, reinforced by careful analysis of the buying capacity of the territory and the ability to cover will permit, is the scientific answer to the question of giving a man an adequate compensation for his work. The standard of performance once introduced in the organization immediately gives a basis for the stimulation of sales effort otherwise impracticable.

Quotas based merely upon the amount of salary and expense which a man uses are fundamentally incorrect because they are not equitable. A $3,000 man under this interpretation of the quota idea is very frequently put into a $5,000 man territory, or as occasionally may happen, put into an territory that is totally inadequate for his maintenance. (Inasmuch as the vast majority of organizations cover their territory inadequately, this latter condition is not so likely to happen).

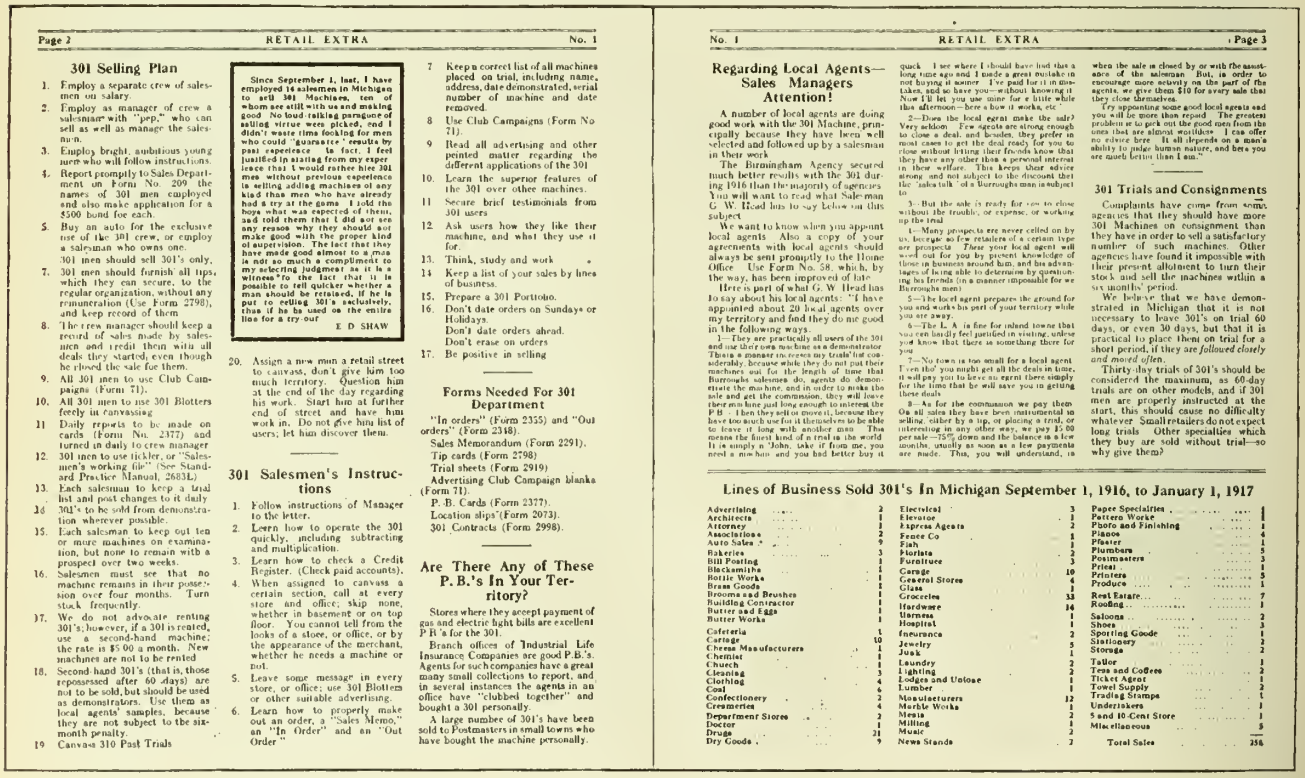
But the Quota Standard is coming rapidly to the fore as the scientific answer to the salesman's contention.

The Quota Standard of Sales Performance.

The sales expectation of a manager is usually based upon information at hand and very frequently this information is shown to be inadequate by the subsequent performance which shows the sales either away below or above the expectation.

The quota should be fair. A quota is for the purpose of furnishing a target for a man to shoot at—and it has to be a target that a man, occasionally at least, can hit or it will do more harm than good.

The first question is : How much business do you want ?



Page 2 RETAIL EXTRA No. 1

301 Selling Plan

1. Employ a separate crew of salesmen on salary.
2. Employ as manager of crew a salesman with "pep," who can sell as well as manage the salesmen.
3. Employ bright, ambitious young men who will follow instructions.
4. Report promptly to Sales Department on Form No. 209 the names of 301 men employed and also make application for a $500 bond for each.
5. Buy an auto for the exclusive use of the 301 crew, or employ a salesman who owns one.
   301 men should sell 301's only.
7. 301 men should furnish all tips, which they can secure, to the regular organization, without any remuneration (Use Form 2798), and keep record of them.
8. The crew manager should keep a record of sales made by salesmen and credit them with all deals they started, even though he closed the sale for them.
9. All 301 men to use Club Campaigns (Form 71).
10. All 301 men to use 301 Blotters freely in canvassing.
11. Daily reports to be made on cards (Form No. 2377) and turned in daily to crew manager.
12. 301 men to use tickler, or "Salesmen's working file" (See Standard Practice Manual, 2683L).
13. Each salesman to keep a trial list and post changes to it daily.
14. 301's to be sold from demonstration wherever possible.
15. Each salesman to keep out ten or more machines on examination, but none to remain with a prospect over two weeks.
16. Salesmen must see that no machine remains in their possession over four months. Turn stock frequently.
17. We do not advocate renting 301's; however, if a 301 is rented, use a second-hand machine; the rate is $5.00 a month. New machines are not to be rented.
18. Second-hand 301's (that is, those repossessed after 60 days) are not to be sold, but should be used as demonstrators. Use them as local agents' samples, because they are not subject to the six-month penalty.
19. Canvass 310 Past Trials.

Since September 1, last, I have employed 14 salesmen in Michigan to sell 301 Machines, ten of whom are still with us and making good. No loud talking paragons of selling virtue were picked, and I didn't waste time looking for men who could "guarantee" results by past experience. In fact, I feel justified in stating from my experience that I would rather hire 301 men without previous experience in selling adding machines of any kind than men who have already had a try at the game. I told the boys what was expected of them, and told them that I did not see any reason why they should not make good with the proper kind of supervision. The fact that they have made good almost to a man is not so much a compliment to my selecting judgment as it is a witness to the fact that it is possible to tell quicker whether a man should be retained, if he is put to selling 301's exclusively, than if he is used on the entire line for a try out.

E. D. SHAW

20. Assign a new man a retail street to canvass, don't give him too much territory. Question him at the end of the day regarding his work. Start him at further end of street and have him work on. Do not give him list of users; let him discover them.

301 Salesmen's Instructions

1. Follow instructions of Manager to the letter.
2. Learn how to operate the 301 quickly, including subtracting and multiplication.
3. Learn how to check a Credit Register. (Check paid accounts).
4. When assigned to canvass a certain section, call at every store and office; skip none, whether in basement or on top floor. You cannot tell from the looks of a store, or office, or by the appearance of the merchant, whether he needs a machine or not.
5. Leave some message in every store, or office; use 301 Blotters or other suitable advertising.
6. Learn how to properly make out an order, a "Sales Memo," an "In Order" and an "Out Order."
7. Keep a correct list of all machines placed on trial, including name, address, date demonstrated, serial number of machine and date removed.
8. Use Club Campaigns (Form No. 71).
9. Read all advertising and other printed matter regarding the different applications of the 301.
10. Learn the superior features of the 301 over other machines.
11. Secure brief testimonials from 301 users.
12. Ask users how they like their machine, and what they use it for.
13. Think, study and work.
14. Keep a list of your sales by lines of business.
15. Prepare a 301 Portfolio.
16. Don't date orders on Sundays or Holidays.
    Don't date orders ahead.
    Don't erase on orders.
17. Be positive in selling.

Forms Needed For 301 Department

"In orders" (Form 2355) and "Out orders" (Form 2348).
Sales Memorandum (Form 2291).
Tip cards (Form 2798).
Trial sheets (Form 2919).
Advertising Club Campaign blanks (Form 71).
P. B. Cards (Form 2377).
Location slips (Form 2073).
301 Contracts (Form 2998).

Are There Any of These P. B.'s In Your Territory?

Stores where they accept payment of gas and electric light bills are excellent P. B.'s for the 301.

Branch offices of Industrial Life Insurance Companies are good P. B.'s. Agents for such companies have a great many small collections to report, and in several instances the agents in an office have "clubbed together" and bought a 301 personally.

A large number of 301's have been sold to Postmasters in small towns who have bought the machine personally.

No. 1 RETAIL EXTRA Page 3

Regarding Local Agents—Sales Managers Attention!

A number of local agents are doing good work with the 301 Machine, principally because they have been well selected and followed up by a salesman in their work.

The Birmingham Agency secured much better results with the 301 during 1916 than the majority of agencies. You will want to read what Salesman G. W. Head has to say below on this subject.

We want to know when you appoint local agents. Also a copy of your agreements with local agents should always be sent promptly to the Home Office. Use Form No. 58, which, by the way, has been improved of late.

Here is part of what G. W. Head has to say about his local agents: "I have appointed about 20 local agents over my territory and find they do me good in the following ways.

1—They are practically all users of the 301 and use their own machine as a demonstrator. Thus a manager is saved my trouble for considerably, because while they do not put their machines out for the length of time that Burroughs salesmen do, agents do demonstrate the machine, and in order to make the sale and get the commission, they will leave their machine just long enough to interest the P. B. Then they sell or move it, because they have too much use for it themselves to be able to leave it long with another man. This means the finest kind of a trial in the world. It is simply a "John, take it from me, you need a machine and you had better buy it quick." I see where I should have had that a long time ago and I made a great mistake in not buying it sooner. I've paid for it in mistakes, and so have you—without knowing it. Now I'll let you use mine for a little while this afternoon—here a bow it works, etc."

2—Does the local agent make the sale? Very seldom. Few agents are strong enough to close a deal, and besides, they prefer in most cases to get the deal ready for you to close without letting their friends know that they have any other than a personal interest in their welfare. This keeps their advice strong and not subject to the discount that the sales talk of a Burroughs man is subject to.

3—But the sale is ready for you to close without the trouble, or expense, of working up the trial.

4—Many prospects are never called on by us, because so few retailers of a certain type are prospects. These your local agent will work out for you by present knowledge of those in business around him, and his advantages of being able to determine by questioning his friends (in a manner impossible for we Burroughs men).

5—The local agent prepares the ground for you and works his part of your territory while you are away.

6—The L. A. is fine for inland towns that you can hardly feel justified in visiting, unless you know that there is something there for you.

7—No town is too small for a local agent. Even tho' you might get all the deals in time, it will pay you to have an agent there simply for the time that he will save you in getting these deals.

8—As for the commission we pay them. On all sales they have been instrumental in selling, either by a tip, or placing a trial, or interesting in any other way, we pay $5.00 per sale—75% down and the balance in a few months, usually as soon as a few payments are made. This, you will understand, is when the sale is closed by or with the assistance of the salesman. But, in order to encourage more actively on the part of the agents, we give them $10 for every sale that they close themselves.

Try appointing some good local agents and you will be more than repaid. The greatest problem is to get out the good men from the ones that are almost worthless. I can offer no advice here. It all depends on a man's ability to judge human nature, and here you are much better than I am."

301 Trials and Consignments

Complaints have come from some agencies that they should have more 301 Machines on consignment than they have in order to sell a satisfactory number of such machines. Other agencies have found it impossible with their present allotment to turn their stock and sell the machines within a six months' period.

We believe that we have demonstrated in Michigan that it is not necessary to leave 301's on trial 60 days, or even 30 days, but that it is practical to place them on trial for a short period, if they are *followed closely and moved often*.

Thirty-day trials of 301's should be considered the maximum, as 60-day trials are on other models, and if 301 men are properly instructed at the start, this should cause no difficulty whatever. Small retailers do not expect long trials. Other specialties which they buy are sold without trial—so why give them?

Lines of Business Sold 301's In Michigan September 1, 1916, to January 1, 1917

Advertising	2	Electrical	3	Paper Specialties	1
Architects	1	Elevator	1	Pattern Works	1
Attorney	1	Express Agents	2	Photo and Finishing	1
Associations	2	Fence Co	1	Pianos	4
Auto Sales	9	Fish	1	Plaster	1
Bakeries	3	Florists	2	Plumbers	5
Bill Posting	1	Furniture	3	Postmasters	3
Blacksmiths	1	Garage	10	Priest	1
Bottle Works	1	General Stores	4	Printers	5
Brass Goods	1	Glass	1	Produce	1
Brooms and Brushes	1	Groceries	33	Real Estate	7
Building Contractor	1	Hardware	14	Roofing	1
Butter and Eggs	1	Harness	1	Saloons	2
Butter Works	1	Hospital	1	Shoes	3
Cafeteria	1	Insurance	2	Sporting Goods	1
Cartage	10	Jewelry	5	Stationery	2
Cheese Manufacturers	1	Junk	1	Storage	2
Chemist	1	Laundry	2	Tailor	1
Church	1	Lighting	2	Teas and Coffees	2
Cleaning	3	Lodges and Unions	1	Ticket Agent	1
Clothing	4	Lumber	1	Towel Supply	2
Coal	6	Manufacturers	12	Trading Stamps	1
Confectionery	2	Marble Works	1	Undertakers	1
Creameries	4	Meats	2	5 and 10 Cent Store	1
Department Stores	2	Milling	1	Miscellaneous	5
Doctor	1	Music	2		
Drugs	21	News Stands	2	Total Sales	256
Dry Goods	9				

THIS BULLETIN WAS ISSUED BY THE BURROUGHS ADDING MACHINE COMPANY TO TELL THE SALES FORCE HOW TO SELL A NEW TYPE OF MACHINE TO RETAILERS, AND TO ANNOUNCE THE RETAIL SALES QUOTA FOR 1917.

Let us say you want $200,000. Where is that amount of business? How much should Peterboro, Ont., send you? Who buys your goods? Where are they ?

We either know, or we don't. If we don't we proceed to find out. We find out first what kind of businesses we have been selling, i.e., their lines of business, ratings, and location by towns and counties. Then we proceed to find how many of those kinds there are in territories we cover. In the answer to this we find we are canvassing but, say, nine per cent. of the prospects. We wonder who is getting the rest—and mark it down for future investigation.

We now proceed to distribute the $200,000 business over the territories. Then we distribute it by months according to our experience table, which will probably show that we get more business in some months or seasons than in others.

We do not distribute sales evenly by number of prospects. We take into consideration past performance over a period of years, and determine buying conditions, as for instance in the West, Far West and East.

The figures and facts on which the quota is based inevitably lead to greater accuracy in thinking and greater efficiency in making policies all along the line.

It prevents wild campaigning, for one very important reason — because there are many "Colonel Sellers" still in business.

A Burroughes Adding Machine Company Experience.

About six years ago the Burroughs Adding Machine Company thought there was a market for an adding machine among the retailers of the country. They devised a machine of small capacity which would be finished in a different color from the standard product and have some minor changes in it that would differentiate it from its big brothers. It was decided to make up a few of these machines and try the market. There was no previous investigation of the market, no analysis made of the possible uses to which this particular type of machine could be put, nor even if the retailers could use such a device.

The campaign failed—the retailers would have none of it.

In 1911, the retailers of the United States began to bestir themselves. The rising cost of doing business, the drift to the cities, the introduction of the automobile, forced new ideas to the fore. The manufacturers who had been spending large sums of money in national advertising realized that it was not paying them to make new accounts, and that the heavy death-rate among the retail distributors was responsible for a tremendous cost in developing the retail market.

The Burroughs Company then made a preliminary investigation of the situation and came to the conclusion that if they were ever going to sell the retail merchant it would be necessary for the retailer to want to have more facts and figures about his business. In the majority of cases the retailer had no system of accounts of any kind. Even at that late date, as exemplified in the country store and the store in small towns, he had progressed very little beyond the notched-stick method of accounting.

It was determined to start a propaganda to develop the interest of the retailer in better accounting methods. A close study was then made of the kind of machine that would meet the requirements of the retailer. A broad-gauged propaganda was entered upon through advertising and publicity to get the retailer to realize that he must know more about accounting and statistical methods.

The result was the gradual growth of co-operation with other organizations interested in the retailer; until to-day the retailer is giving thought to this practical subject as he never has before in the history of American distribution.

1916—QUOTA SCORE BOARD—1916

CLASS "A" QUOTA MEN

Sales Records Expressed in Percentages of Quota for Periods Indicated

Group No.	Salesman	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept.	Oct	Nov	Dec	Accumulated	Annual
4	H. A. Kenny	24.2	220.5	289.1							328.6	800.2	688.8	286.9	286.2
4	• *K. MacGregor	77.2	95.2	418.2	224.2	408.8	83.9	27.7	344.3	75.1	27.7	503.7	860.1	268.8	258.5
8	J. L. Harrington		16.4	106.9	8.7	1379.0	878.6	87.8	221.8	138.0	103.8	208.0	194.8	241.1	341.1
6	*E. B. Osgood	177.4	25.4	221.2	82.0	416.8	71.9	70.4	88.8	191.1	440.9	187.2	185.0	178.4	178.4
8	R. W. Cassell	.	. . .		...	52.7	148.2	18.0	80.3	109.0	164.0	661.8	187.7	175.9	173.9
1	*A. S. Woodward	106.1	145.3	272.2	130.8	132.7	266.1	70.8	181.4	180.0	112.1	307.2	313.7	174.8	174.8
3	V. Bouclaas	64.5	172.8	62.2	9.4	77.0	97.9	227.4	21.0	35.3	194.6	1079.4	9.4	173.4	173.4
7	A. H. Marten	208.0	95.0	90.7	83.8	292.7	84.6	188.2	130.8	273.3	327.5	290.9	127.4	171.6	171.6
8	J. M. Reser	195.4	348.4	129.4	105.2	171.1	427.8	115.0	119.6	96.0	79.8	162.9	73.0	168.3	168.5
7	A. R. Porter, Jr.	160.1	127.1	167.6	140.1	243.3	225.2	113.9	235.8	185.3	436.5	116.0	157.6	167.4	167.4
1	*E. C. Hawkinson	42.0	308.6	202.1	38.8	165.0	206.3	62.1	78.2	149.0	190.4	136.5	358.0	160.4	160.4
	*L. K. Murrill	61.6	176.9	111.9	97.4	290.2	261.7	203.9	78.9	101.1	149.0	155.8	159.5	155.0	155.0
4	C. E. Peacock	29.3	116.9	88.0	99.0	138.5	99.0	43.7	175.7	253.4	372.0	207.9	219.4	151.1	151.1
8	• *L. P. Rossiter	351.9	80.0	139.1	350.2	118.6	11.5	235.9	72.5	242.1	125.9	118.4	90.8	144.4	144.4
1	F. M. Reedar	135.1	63.6	109.0	113.2	107.0	138.5	133.0	143.1	123.2	160.7	37.7	397.1	144.3	144.3
6	• *W. F. Milburn	42.9	140.8	122.1	68.4	69.0	72.0	328.1	85.1	139.7	246.5	179.5	101.0	149.2	149.2
2	E. F. Heaton	61.5	347.0	104.3	199.2	46.8	127.4	39.5	92.1	109.0	315.4	199.3	162.7	141.0	141.0
8	R. F. Porter	170.4	105.6	306.6	73.5	190.3	77.0	316.2	77.5	110.7	112.7	134.8	109.6	140.4	140.4
6	DeLeon Spencer	27.2	80.0	14.4	121.1	90.1	153.9	191.7	290.0	310.3	199.8	105.8	81.3	136.5	136.5
3	*J. A. Bailey	92.0	182.8	113.5	72.7	6.2	112.1	382.6	231.5	85.5	150.1	79.0	91.2	130.6	130.6
8	H. C. Fenton						139.0	103.8	104.1	45.6	131.4	128.9	237.2	130.0	130.0
4	C. C. Penny	94.1	154.1	108.7	87.7	101.1	71.8	30.6	372.9	154.9	89.1	99.6	271.3	122.6	129.6
8	W. A. Wheeler	162.2	35.0	139.4	108.6	116.1	236.2	15.0	116.7	26.5	326.7	124.8	40.6	126.6	126.6
6	†A. C. Stanfield										154.4	189.9	36.9	125.0	125.0
6	• *C. E. L. Shaw	32.2	145.2		82.9	504.4	62.2	49.1	62.8	43.0	167.0	311.3	245.9	120.6	120.6
7	J. F. Tafe	80.2	64.1	285.3	202.2		137.0	162.9		128.6	137.9	243.3		119.8	119.8
6	• W. F. Strutz	38.7	242.0	84.9	190.5	133.0	130.6	123.2	26.6	56.0	63.4	82.3	307.5	116.2	116.2
2	*H. C. DeCourcey	124.4	176.4	106.4	48.9	103.7	183.4	40.9	73.2	81.1	100.8	247.8	130.4	113.8	115.9
6	*J. B. Ward	218.0	129.5	63.6	94.2	174.8	103.6	24.1	25.8	93.6	64.3	173.4	104.1	113.0	113.0
4	L. E. Kramar	.		.	73.8	11.6	8.6	112.4	206.9	.	272.6	128.2	121.6	111.7	111.7
8	*W. A. Wiks	97.1	57.9	272.7	63.9	81.5	34.3	28.4	312.1	144.3	138.6	168.9	179.6	114.1	114.1
6	A. R. Renninger	93.3		225.7	220.4	83.3	94.2		61.1	113.4	156.6	139.9	131.1	109.7	109.7
1	*F. H. Jordan	38.8	64.1	59.5	114.5	40.8	118.4	20.7	150.0	160.0	277.9	83.0	66.4	107.4	107.4
8	*B. B. Mercar	127.6	168.6	63.6	83.6	209.8	118.2	60.4	90.3	126.9	26.0	99.1	146.7	107.0	107.0
6	*C. E. Jackson	36.2	141.6	97.1	85.2	78.0	120.3	47.6	177.9	67.3	70.0	85.3	245.6	103.6	103.6
8	G. A. Dow	.		129.8	346.8	101.1	94.0	214.5	54.7	142.5	88.6	137.1	62.2	103.0	103.0
8	D. A. Merrie						36.8	164.1	245.5	61.3	127.0	110.6	8.0	104.8	104.9
4	J. H. Erwin	65.7	119.4	249.2	2.6	59.2	79.3	51.9	206.7	25.0	38.6	20.0	330.2	104.6	104.6
4	C. B. Kniskern	49.4	101.3	94.1	124.1	74.4	63.0	81.2	28.1	130.0	94.9	145.6	251.5	102.4	102.4
4	*H. C. Avery	107.4	58.2	180.9	52.3	101.2	69.3	24.9	29.5	316.3	118.6	70.5	123.2	100.0	100.0
2	• B. F. Garvin	41.2	160.0	77.9	81.8	84.6	104.4	38.0	124.4	106.3	165.9	76.4	179.2	92.6	29.6
6	J. A. Shearer	96.5	122.2	87.1	65.0	189.9	68.8	231.3	153.4	78.8	80.9	40.5	44.5	96.5	96.5
3	*W. R. Rockhold	90.1	151.9	136.6	78.7	66.2	117.3	58.0	16.2	97.2	129.5	76.4	130.8	94.1	94.1
6	J. W. Kerr	79.2	46.5	128.5	6.0	567.7	74.3	80.4	5.5		37.0		99.0	93.9	93.9
6	A. F. Knauer		58.9	104.9	22.6	144.4	48.2	77.1	122.0	58.6	140.7	197.0	127.8	39.5	92.5
8	*H. C. Newton	25.6	108.7	93.5	132.8	153.8	51.0	35.4	69.2	91.4	239.2	34.6	47.1	82.4	92.4
5	*W. P. Hamann	49.9	51.8	95.4	124.8	69.0	66.5	92.1	85.0	98.3	264.5	39.2	49.0	90.1	90.1
1	H. H. Penny	28.0	93.2	51.0	67.6	336.4	8.6	29.7	66.6	247.2	152.6	61.9	24.0	89.9	89.9
4	H. B. Phillips	137.7	158.0	110.8	158.5	144.1	44.8	60.6	27.7	31.1	65.5	90.9	33.0	88.5	88.5
1	• *F. W. Reno	103.1	70.7	94.6	85.9	115.6	194.2	19.3	39.2	95.0	60.9	122.4	53.1	87.6	87.6
2	*A. B. Dygert	182.8	33.6	169.9	73.1	78.0	71.1	43.3	37.8	117.9	27.1	138.8	61.8	86.8	86.8
8	E. J. Hammersley				81.4	122.5	90.0	61.9	40.0	80.5	61.7	147.4	102.6	86.5	86.5
7	• *E. H. Read	23.3	32.7	108.2	130.9	131.5	75.2	59.6	72.8	193.4	58.8	75.8	43.7	84.0	84.0
8	E. J. Leighton	117.0	41.3	134.0	61.1	268.8	70.0	31.1		81.6	74.0	76.8	47.2	81.2	89.2
8	W. H. Williams	129.2	53.1	118.2	25.3	50.9	68.8	318.3	18.1	22.0	94.4	130.4	130.0	79.8	79.6
7	W. C. Cross	88.2	66.3	73.3	78.5	43.8	126.5	25.1	76.9	26.6	81.4	95.7	128.0	76.7	76.7
6	J. W. Thompson	97.7	154.8	130.3	82.1	54.4	68.6	79.2	63.4	61.0	84.2		71.5	76.7	75.7
8	W. Hamstrom	47.8	40.6	65.2	89.7	149.8	30.1	100.4	13.8	53.2	62.4	117.4	129.5	74.2	74.2
8	L. C. Cunard	71.6	48.9	30.0	24.6	327.0	266.1	21.1	41.6	20.2	44.3	84.3	10.8	74.2	74.2
6	‡ C. E. Trinite	08.2	37.9	20.0	300.2	67.6	129.2	10.6	62.8	38.5	129.0	61.9	32.1	27.7	73.7
4	W. A. Weatherwax	79.0	125.3	200.0	54.4	131.6	44.9	29.5	33.3	78.7	60.1	18.4	47.3	73.0	73.0
8	F. J. DuBois	76.6	47.8	. .	45.0		24.7	29.8	42.1	117.2	111.3	299.4	152.1	70.0	70.8
7	L. M. Dygert				105.9	35.6	8.7	54.3	13.7	44.2	115.3	31.6	201.8	67.8	67.9
2	R. C. Hickmen	21.0	122.8	81.3	100.6	44.3	31.8	75.2	7.3	81.0	75.5	29.6	231.8	61.9	61.3
6	T. G. Haywood	190.0	138.3	48.1	120.9	68.2	25.1	60.6	57.0	30.6	26.8		36.8	58.4	58.4
6	H. S. Dean					35.1	41.4	29.4	197.8	38.9	21.6	25.7	59.6	58.1	58.1
6	G. C. Kettner	30.2	81.2	28.9	66.2		70.0	70.0	71.4	54.4	38.6	134.0	50.0	55.3	53.3
7	F. A. Wenzel										80.1	84.1	33.0	59.3	59.3
6	J. J. Williams	44.8	31.9	28.0	37.2	45.0	64.9	43.4	79.9	118.4	91.4	40.8	38.2	51.7	61.7
6	F. W. Thompson	24.5	51.1	20.0	45.9	913.4	81.6	22.2	68.1	39.8	41.6	94.2	22.4	59.6	50.8
8	E. R. Spies	40.4	40.2	10.9	31.1	22.2	77.3	8.4	6.9	5.3	11.6	83.3	46.5	24.3	28.3
8	J. Clement	34.7		28.8			16.0	.	37.3	32.4	23.1	96.6	43.9	27.4	27.1

† Not Qualified. Minimum Period Six Months
‡ Records Incomplete

Stars preceding salesmen's names indicate members of the two consecutive years, 1915-1916 second column 1216 members, and double column members of Hundred Club. Stars in first column indicate 1215 members

CLASS "B" QUOTA MEN

Sales Records Expressed in Percentages of Quota for Periods Indicated

Salesman	Jan.	Feb.	Mar	Apr	May	June	July	Aug	Sept.	Oct	Nov.	Dec	Accumulated	Annual
R. B. Hendershot		136.7	261.1	25.2	247.2	68.8	149.9	22.0	160.0	78.2	223.5	125.2	135.7	135.7
*Kistler Stat. Co.	67.9	84.9	72.0	142.3	60.8	89.6	163.0	72.6	667.7	88.7	32.0	134.8	133.0	136.0
M. B. Muhs / Mull-Stewart Co	60.2	30.0	202.6	38.3	83.0	36.2	88.9	64.6	129.5	256.8	56.6	212.7	110.8	110.6
	27.5				322.2	147.4	91.2	.	15.0		145.3	225.2	62.0	82.0
F. G. Sweet	71.6	18.4	208.4	84.3	43.2	104.8	....		44.6	28.2	30.2	90.4	63.2	83.3
J. W. Graham	190.9	32.0	39.9	46.3	119.0	15.6	22.3		. . .	151.8	14.8		51.8	51.8
*A. L. Metter	166.9	14.8	60.2	82.0			46.2	124.3				107.4	61.1	51.1
Office Appl. Co		166.7	39.9	130.6		45.1	30.0		44.8	117.2		31.9	50.5	60.5
Christie Litho Co		194.9	83.9			9.4	22.7	216.8	84.9			26.2	48.2	48.2
Millison Off. Sup. Co.	23.2	15.6	70.4	24.4			. . .	58.1	. .	43.7	. .	170.4	34.3	24.3
M. L. Bath	...			. .		330.0		...		21.7			80.1	30.1
J. R. Shapker					67.3		2.4	.....	22.4	24.8	125.8	12.8	21.9	21.9
J. C. Ross		83.5		21.9	60.2								15.6	15.5

* Member 1916 Hundred Club

BRANCH OFFICE QUOTA SCORE

Sales Records Expressed in Percentages of Quota for Periods Indicated

Branch Office	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec.	Accumulated	Annual
Chicago	89.8	194.8	127.2	83.6	346.5	205.0	70.5	141.4	114.4	173.0	176.7	162.8	164.2	156.6
New York	76.6	117.2	374.0	182.8	267.6	101.0	89.7	120.4	85.0	144.0	179.0	299.5	147.8	147.6
Atlanta	89.6	121.0	226.8	109.0	110.6	221.6	58.8	134.4	149.4	93.4	256.8	178.2	146.7	145.7
Washington, D. C.	99.6	163.8	113.8	72.8	17.0	134.3	282.6	231.6	84.4	160.1	79.1	91.8	133.2	133.2
Toronto, Can.	136.2	88.6	92.1	306.9	164.8	148.7	81.3	138.2	193.3	106.6	191.7	142.9	129.0	129.0
Baltimore	101.6	132.5	309.0	105.0	178.0	318.6	89.3	86.1	62.3	198.3	136.1	86.6	123.2	123.2
Detroit	87.8	110.9	79.2	62.3	72.8	51.4	49.0	298.3	208.0	64.4	182.0	308.8	120.5	120.5
Philadelphia	91.9	66.5	68.6	99.0	113.4	92.3	146.0	175.6	140.4	161.1	95.2	196.6	120.5	120.8
Boston	121.6	125.6	111.4	69.9	127.3	91.4	89.8	82.8	103.1	122.3	190.9	154.4	118.7	118.7
Cleveland	81.8	72.7	136.1	118.9	264.0	63.4	39.9	68.6	213.2	160.4	98.0	62.6	118.7	112.7
Pittsburgh	324.1	344.7	129.6	145.4	65.8	175.8	67.7	49.6	68.8	118.7	104.1	82.4	111.2	111.2
Montreal, Can.	44.6	90.0	68.5	4.6	63.7	84.2	109.1	30.0	30.0	103.9	696.8	77.6	109.1	109.1
Dallas					196.8	110.6	66.4	84.2	116.5	24.2	92.6	137.0	102.4	102.8
Omaha	89.6	39.9	46.7	104.1	112.0	138.6	61.4	72.9	78.4	97.0	138.9	148.7	89.9	89.9
Newark	36.8	104.3	124.9	66.1	68.1	84.2	63.6	21.6	86.2	129.3	40.6	146.0	61.3	61.3
New Orleans	22.2	81.4	194.8	125.8	126.2	73.1	67.1	69.9	178.0	66.8	72.7	41.9	79.8	79.8
San Francisco	26.9	99.6	87.2	88.9	65.2	49.6	53.6	60.4	142.0	300.1	97.6	80.4	76.2	76.7
St. Louis	76.2	229.5	90.2	78.8	101.9	88.6	90.9	72.9	73.0	61.2	50.6	56.9	76.4	76.4
Minneapolis	74.8	61.9	69.0	77.1	70.9	143.7	96.4	49.5	78.4	81.2	128.4	50.2	74.0	74.0
Kansas City	20.2	109.0	45.1	89.5	61.4	16.9	77.2	32.6	63.3	104.4	84.0	122.8	67.3	67.2

THIS SCORE BOARD SHOWS HOW THE ADDRESSOGRAPH COMPANY (CHICAGO) DETERMINES THE STANDING OF ITS SALESMEN ON A PER CENT OF QUOTA BASIS. THE SAME PRINCIPLE IS USED BY OTHER COMPANIES USING THE QUOTA BASIS.

The machines intended for the handling of these accounting methods went through various stages of development until gradually a specific machine intended to meet the requirements of the retail store was developed. Then came the problem of selling it.

It was very soon found that the average Burroughs salesman operating in a territory, selling machines to high-grade concerns purchasing expensive devices, would not give that kind of personal intensive treatment to the retail prospect which was necessary to properly develop him.

By the year, 1916, the Burroughs company had developed a plan of selling that promises great success. The highlights of this are interesting from the standpoint of standard practice, because in the bulletin issued to the sales organization on January 11, 1917, the company was willing to formulate these standards for the guidance of a special selling force.

The 301 machine is known as the retail machine. It has been built especially for the retail trade to meet the requirements of a standard accounting system that has been determined upon by authorities as the best for the retailers' use.

On page 280 is reproduced the interior pages of the "Retail Extra Bulletin" sent out under date January 11, 1917, showing the standard plan for marketing the 301 machine, standard instructions to salesmen, standard practice as to forms, and standard practice as to selecting the people to co-operate in local territories. With this general plan goes standard practice as to trials and consignments and various helps that the company is giving the organizations through its special department devoted to this work—advertising system service, etc.

A special quota was given for every sales territory in the United States covering this particular machine, because the machine is being handled by a separate sales organization. This quota is divided into a yearly quota and then

a monthly quota which is based upon the special system of distribution. The outstanding points about this particular campaign are :

1. The analysis of the requirements.
2. The building of a machine particularly to meet the requirements.
3. The organization of a special corps of men to handle this special job.
4. Standard practice instructions to guide the men in handling it.
5. A definite quota or standard of results to be obtained.

It is interesting to note that the method of handling this new machine is based upon some fundamental variations from the traditional method used by the company in marketing its other product.

One important thing is this: In selecting men to handle the new product they do not require special experience as salesmen or any previous experience in selling adding machines. Mr. E. D. Shaw, who is developing this special work among the retailers, says :

"I feel justified in stating from my experience that I would rather hire men without previous experience in selling adding machines than one who had had a try-out at the game."

"The men are paid a salary and not a commission, and the salary is a small salary because it needs men who do not see over the top of the men to whom they are talking. A medium-price salesman gets along better with the small retailer because the human elements needed are much more actively present in their relationships and they must get close together in order to do business."

These Burroughs standards have grown up out of failure and success and illustrate a principle of scientific management as applied to selling.

* * *

MANUFACTURERS' CO-OPERATION GETS THE BUSINESS

Merchants favor manufacturers who help their sales—stock cut service appreciated

NUMEROUS instances were discovered during a recent trip throughout Western Canada, says a writer in *Canadian Grocer*, of merchants handling certain lines of goods purchased in the United States for the principal reason that manufacturers on that side of the line were furnishing them free or at a nominal cost with advertising matter and cuts that enabled them to quickly dispose of their stocks. There was strong criticism of Canadian manufacturers for their failure to render similar service.

There can be no doubt whatever that a very considerable amount of business is going out of Canada through failure to co-operate in this manner.

One of the problems that confronts the merchants of the West is their inability to secure cheap cuts with which to brighten up their advertising in the local newspapers. When, therefore, they are offered a cut service free, or at a very low cost in connection with some well-known brand of United States merchandise they are inclined to welcome it with open arms. Through failure to assist the merchants in like manner Canadian manufacturers are losing valuable opportunities to secure an extensive line of advertising in the country weeklies, which would cost them only the price of the cuts, and these may be used for unlimited periods.

Claims Interest Stops With Order

According to many merchants called on, the interest of the manufacturer or wholesaler in Canada usually stops when the traveller has turned in his order. United States firms have realized that by helping the dealer to promote his business and by helping him to sell his merchandise they are doing themselves a valuable service. In order to give this co-operation they are apparently willing to go to any lengths. The firm of Butler Bros., with branch offices in various parts of the States, supply a huge catalogue of illustrations from which their customers may order an unlimited supply of cuts with which to boost the Butler goods. These cuts are furnished at the nominal price of 15c. each, instead of $1 or $1,50, which would approximate their cost from an engraving house in Canada. In addition they will print large posters for mailing, illustrated throughout and bearing the dealer's own advertising for $9.50 per thousand. That is provided his business amounts to $150 a month. Needless to say full advantage is taken of this offer by Western merchants.

The proprietor of a large general store at Gull Lake, Sask., stated that he handled a certain brand of American shoe in preference to Canadian lines for the reason that a very handsome cut service was furnished to him by this firm. He produced copies of his advertising in the local paper to show the striking typographical effect produced by these cuts. This firm, he said, also supplied colored slides for use in motion picture machines.

Perhaps the finest efforts towards co-operation in retail selling is that provided by the Star-Peerless Wall Paper Mills of Joliet, Ill. This firm has a house organ known as the *Bulletin*, which is published monthly and sent out to all dealers in Western Canada. It is beautifully printed in red and black, with an attractive cover design, and is devoted throughout to suggestions and plans for assisting the merchant to unload his stocks. In the June number of this publication there is set forth at great length the unique advertising features planned for 1920. A series of ten books of wall paper is proposed, and the article continues: "But the ten books are only one feature of the comprehensive plans we are making for next year. There are several unique new ideas, one in particular a striking novelty never before attempted in the wall paper industry. All these things are already under way. In the July Bulletin we will show you the whole box of surprises. In addition all of the present service will be continued, newspaper cuts, slides, ad copy, form letters, etc. Some of this service is furnished without cost to our trade. Some is furnished at cost. Our advertising promotes the dealer's business and his alone. It does not bear our name anywhere, nor any trade brand of ours. It advertises the dealer's store, helps sell his merchandise whether bought from us or other concerns, and creates good will, prestige and customers for the dealer, not for us. With a trade-marked brand a manufacturer could, if he were so short sighted, take his goods and trade mark away from the dealer after the merchant had expended his time and efforts in establishing them."

Elsewhere in the Bulletin there is an article which refers to the educational window display supplied to merchants by this firm showing how wall paper is made.

Advertising Cuts Made a Friend

An Edmonton, Alta., merchant was induced to place an order with a certain hat company of Orange, N.J. What was his surprise when in unpacking the shipment to find snugly tucked away in two of the hats a pair of very attractive cuts which he at once proceeded to use in his newspaper advertising. He was immediately won over by this unexpected effort in his interest, and has been doing business with this hat company ever since.

One might go on indefinitely telling of the many instances of this kind that are winning favor and business for Yankee concerns, but a final reference might be made to the excellent service provided by practically all the well-known implement manufacturers in the United States in the form of cuts and printed matter and advertising copy that is sent across to Canadian dealers. There are more implement cuts used in the country newspapers than any other kind.

* * *

Printers' Ink has announced that with October 1st it will commence the publication of a monthly magazine to be called "*Printers' Ink Monthly*". The new publication will deal with advertising and sales topics in a more elaborate manner than has been possible in the small size of the familiar *Printers' Ink* page.

PERSONAL APPEAL IN ADVERTISING

Individual attention a good business getter. Intensive work through the meals to individual customers brings them back and means more business. How one firm does it.

Written for MARKETING BY D. C. LAWSON.

THE personal touch in business is perhaps one of the greatest goodwill advertisements which a firm can employ. There are many opportunities for the application of the personal service appeal, but it is a fact that all business men do not apply it as much as they could.

Human nature responds to personal attention in business deals either great or small, and the salesman who takes an interest in your purchases, serves you to the best of his ability, and gives you the feeling that he is there to serve you alone, will get a bigger order from you than a cold blooded man who wants to get the interview over and who acts like a machine.

For this reason when you buy a car, farm implements, and machinery of any description your choice usually lies with one which will give you a free personal service for a period of time, and will help you to keep your purchase in good condition.

Acting upon this thought one of the large department stores in Canada introduced in their optical department the personal service plan, to gain good-will and satisfied patrons.

Ordinarily when a person needs glasses they go to the optician and have their eyes tested, are fitted with glasses, and then unless there is some further trouble and you return to the optician with your complaint, his interest in you ceases.

When you visit this department for the correction of your eye trouble the same procedure of testing and fitting is gone through but your name and address is noted on the duplicate prescription together with the date on which the examination is made. This duplicate is preserved in book form, and is always ready for reference.

If there is any defect in the glasses it is remedied, and the patient is told that he may have his lenses cleaned and adjusted at any time, and if there is any trouble to return the glasses and they will be adjusted. He leaves satisfied and it is the work of one branch of the department to keep him so.

As the eyes are continually changing it is deemed advisable to have them examined every two years. The patient may not see the necessity of this, but a gentle reminder in the form of a letter from the optician will cause him to think about it, and the chances are that he will act upon the suggestion, especially as it places him under no expense or obligation.

From the duplicate record the date of examination of each patient is taken, and two years from this time the following letter is sent out emphasizing the desirability of having the eyes re-tested, and reminding him of the service he is entitled to receive for the longer life of his glasses.

Dear Mr. Blank:—

You eyes were examined here two years ago. Our interest in the welfare of your eyes did not end at that time. We want to make sure that you are now having the service from these glasses that you should have, and that we want you to have.

Because the eyes change continually it would be well to have another examination to make sure whether your glasses now fit you properly. Experience teaches that it is advisable to have the eyes re-examined at least once every two years, as a simple precaution. If you have not already done so, we would suggest your coming for examination at this time; it places you under no obligation.

Please feel free as well, to call at our Optical Department to have your lenses cleaned and adjusted. This part of the attention to which you became entitled when you purchased your eye-wear from us. You will have better use of the glasses, and they will last you longer, if so cared for.

A second pair of glasses to use in case of damage to those you wear daily would be a good investment. Without your glasses you suffer irritation and fatigue, possibly headache. Because of physical discomfort and liability to make mistakes you actually lose in efficiency more money than a second pair would cost you, while such an emergency aid would be a distinct and invaluable asset for convenience, comfort and accuracy.

It is to your own interest to keep your eyes in first class condition, both for efficiency and comfort. We can help you to do this. Telephone or write for an appointment.

A change of glasses may be necessary or it may not, but it is the fact that the optician takes a personal interest in the welfare of the patients' eyes that makes him sit up and take notice.

It is a pleasant surprise to get a letter from your optician a couple of years after you have purchased your glasses, and have almost forgotten where you procured them. If there is any trouble you just naturally have to make a point of seeing him and having it remedied, and you are going to tell your friends of the good treatment and the fairness of the service extended to you.

A business man from Oshawa came to the department and wished to have his eyes tested. The examination was made and the prescription noted. He then took a pair of glasses from his pocket and asked how much difference there was between those lenses and the new. "The difference is so slight that you really do not need to change" the manager replied. "To tell the truth, I have had every satisfaction from these, which I purchased from you two years ago; but when your letter came, and I found you took such an interest in the care of my eyes, I thought I would answer the letter in person and further test your service. I am glad I did business with you for the interest you have taken in me.".

This kind of an answer makes a manager feel good and if they were all of this kind business would be a pleasure all through. Some patients come with a complaint though, and it is the duty of the manager to convert him to a satisfied customer. The complaints are handled with justness and there has not been one case in which both were dissatisfied.

One or two examples of the adjustment of complaints received will show how liberal a policy the company employs.

A gentleman who needed glasses for reading was told that double vision glasses would give him greater satisfaction, but for some reason he could not see the need of these, and took the reading glasses. After the receipt of the letter two years later he came in and explained that although the glasses were fine for desk work and reading, he could not see an object several yards away, and this necessitated walking over to the place where the article he wished to see was, thus wasting valuable time and making him less efficient than he thought he should be with the aid of glasses. The optician again told him of the double vision glasses and persuaded him to test them. He agreed upon the greater field of usefulness and placed an order for a pair. The old lenses were taken in part payment for the more expensive ones, and although they were a total loss to the optician on account of being specially ground, full value was given. The good-will gained by this fair dealing was worth the loss, for that man was so pleased with his treatment that he told his friends and thus secured more customers for the department.

Another instance is that of a lady who lived in Quebec. In answer to the letter, she wrote and said that upon the advice of her physician she had only worn her glasses about a month, as her trouble was mainly from her nerves and not from her eyes. The glasses were in good condition and had not been used for nearly two years. She was informed that if she would send her glasses in, her purchase money would be refunded. This was done, and as a result of this she became an enthusiastic advertiser of the optician. In this case there was little or no loss, as the lenses were stock prescriptions and both they and the frames could be used again after being polished.

This personal interest advertising therefore pays for itself over and over again and is well worth while.

Answers are received from fully 50% of the letters sent out, and on account of the pronounced success of this form of follow up it is anticipated that the same method will be employed in the jewelry department, especially in the care of watches.

Watches like any other bit of intricate and delicate mechanism need cleaning and lubricating every fourteen of fifteen months to give the maximum satisfaction. By giving a personal service to the purchasers of watches it is hoped that more care will be taken of them, and in this way they will give greater satisfaction. The good-will thus gained should result, as it has in the optical department, in increased sales through the advertising given by pleased customers.

110,000 Motor Cars in Ontario

Great Majority of Cars are used in rural section of Province. Motor trucks total 7,529 to end of last year.

Farmers are coming into their own insofar as the possession of motor cars is concerned. During the last five years the increase in the number of cars owned by farmers has been phenomenal. Statistics contain in the report of the Department of Highways for last year testify as to the many farmers who are replacing the horse with the motor car for pleasure and utility.

The report of the Department shows that of 101,599 passenger cars owned in the Province last year, 64,900 of them were owned in towns, villages and townships, and only 36,699 in the cities. Of the number owned in cities less than half were in Toronto, or 17,171. There was a total registration of 109,371 cars in the Province, including 7,529 motor trucks. There was an increase of 25,581 in the number of cars of all kinds registered in the Province in 1918 over the previous year.

Analysis of Occupations

It is also interesting to note in an analysis of the occupations of the owners that 37,758 of them are farmers and drovers, which exceed the number owned by any other class. The others are owned as follows: skilled trades, 6,634; business firms, 2,106; merchants and manufacturers, 27,144; physicians, 2,712; other professions, 3,529; commercial travellers, 2,507; agents, 2,833; liverymen, 1,784; soldiers, 634; Government and corporations, 569; military departments and units, 365; unspecified and unoccupied, 13,270.

The classification of cars shows that 91,866 are touring; 7,114 are runabouts; 2,758 are coupes, sedans and limousines; 19 are taxicabs, and 58 are busses and ambulances. The great bulk of the cars are 25 h.p. and less, 81,018 being listed this way, while 31 are 51 h.p. and over. There are 4 steam cars and 162 electric cars. There are 18 trucks of six tons and over.

Decrease of Motorcycles.

Of motorcycles there were 5,002 last year, a decrease as compared with 1917 of 178. There were 10,629 chauffeurs' licenses issued during the year, an increase of 8,214.

* * *

INCREASE IN ADVERTISING

Figures secured from leading dailies indicate that Canadian newspapers were favored with a substantially increased volume of advertising as compared with a year ago. Figures for the first six months of 1919, as compared with the same period in 1918 show increases ranging from 15% to 35%. Had it not been for unsettled conditions, due to strikes, the increase would undoubtedly have been even greater. All indications point to new high records during the coming fall and winter.

* * *

The *Canadian Boy Magazine*, established about a year ago by Percy Gibson of St. John, N. B., has been taken over by the Dominion Council of the Boy Scouts Association of Canada, and will hereafter appear as the official organ of that body.

* * *

J. M. Hopkins, for the past ten years business manager of *Printers' Ink*, the American journal for advertisers, recently resigned and has purchased an interest in *Advertising & Selling*, of which he will assume the business management.

VOLUME ADVERTISING CANADIAN MAGAZINES, April, May, June, 1919

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies.	Foods, Confections, and Beverages.	Household Supplies.	Household Equipment	Music and Instruments.	Toilet Specialties.	Wearing Apparel.	Financial, Insurance, Government, etc.	Proprietary Remedies.	Not otherwise Classified.	Total Agate Lines Advertising.
Maclean's Magazine	3	700	21,495	14,688	5,944	11,547	2,628	13,088	7,905	755	2,888	42,121	123,059
Canadian Home Journal	3	800	7,522	19,679	6,680	4,918	4,082	10,467	9,322	900	2,667	12,717	78,954
Everywoman's World	3	800	8,025	15,238	5,611	6,753	3,462	8,154	8,095	142	5,913	10,930	72,323
Western Home Monthly	3	720	6,689	11,206	1,693	3,325	3,361	2,137	3,795	1,692	1,179	17,786	58,863
Canadian Courier	6	728	9,286	8,184	793	7,865	2,649	4,108	2,697	2,842	2,222	13,860	54,506
Canadian Magazine	3	224	4,144	8,924	1,414	3,533	896	952	3,416	3,752	1,607	12,226	40,864
World Wide	13	636	2,629	1,316	....	35	....	632	1,398	3,722	480	6,122	16,344

VOLUME ADVERTISING CANADIAN FARM PAPERS, April, May, June, 1919

(By principle classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING).

Publication	No. of Issues.	Autos, Tractors, Accessories, Supplies.	Dairy Equipment and Supplies.	Farm Implements and Machinery.	Farm Equipment.	Seeds and Supplies.	Household and Personal Supplies.	Stock Foods and Remedies.	Financial, Insurance, etc.	Classified.	Government.	Not Otherwise Classed.	Comparative Totals Com'l Advertising.	Live Stock Advertising.	Proprietary Remedies.	Total Agate Lines Advertising.
Grain Growers Guide*	9	44,254	6,394	19,241	33,619	9,789	53,293	4,202	18,462	10,919	2,389	26,228	228,790	11,441	58	240,289
Farmers Advocate (London)	13	40,173	10,827	18,093	50,462	12,063	39,116	6,352	6,581	2,103	3,916	11,966	201,652	26,619	56	228,327
Nor' West Farmer	6	47,629	7,517	19,744	26,298	7,406	40,542	2,703	11,441	4,922	1,900	17,630	187,732	12,315	644	200,691
Farmers Advocate (Winni'g)	13	36,583	8,256	20,232	22,186	9,191	36,950	3,993	11,046	3,216	2,236	17,985	171,874	9,210	84	181,168
Canadian Countryman	13	33,139	9,358	13,819	31,337	8,611	25,644	3,318	8,431	999	3,454	10,135	148,245	7,683	284	156,212
Farm and Ranch Review	6	32,426	7,442	13,910	17,081	4,546	27,551	1,843	10,032	1,917	2,673	16,313	135,734	17,303	802	153,839
Farmers Magazine	6	30,320	7,081	10,573	29,478	4,276	25,606	2,154	1,830	255	3,220	5,955	120,748	450	901	122,099
Farm and Dairy	13	16,911	11,497	11,965	22,523	6,272	6,039	3,574	3,650	635	4,056	7,459	94,581	16,117	56	110,754
Maritime Farmer	6	13,930	7,750	8,487	17,523	10,398	23,083	3,745	1,822	865	2,895	4,013	94,511	6,729	4,141	105,381
Canadian Farm‡	13	20,241	6,641	6,798	12,220	5,692	12,552	3,225	1,427	533	2,996	8,317	80,642	8,543	643	89,928
B. C. Farmer	3	4,335	2,190	1,183	1,167	5,523	3,569	1,736	1,594	109	728	5,859	27,993	282	407	28,682
Ottawa Farm Journal	26	39,284	9,696	12,836	33,277	12,430	51,376	8,873	1,343	22,159	2,604	40,308	234,186	9,600	17,779	261,565
Mtl Herald & Weekly Star†	12	30,397	6,310	15,260	25,388	8,501	78,487	5,621	6,255	22,952	2,042	25,310	226,523	280	11,029	237,832
Free Press Prairie Farmer**	11	8,987	616	4,657	6,101	1,114	16,000	1,524	1,569	10,877	2,812	15,235	69,492	98	13,962	83,553
Weekly Witness (Mtl)	13	4,319	1,252	3,077	1,647	997	6,085	1,414	737	17,891	1,400	1,552	40,371	....	8,062	48,433

* Owing to strike, issues of May 28, June 4, 11 and 18 omitted.
**Owing to strike, issues of May 21 and 28 omitted.
† April 23rd issue not checked, as only few copies of this issue mailed. ‡Does not include mid-week market supplement.

THE MONTH'S ADVERTISING

A review of the more noteworthy advertisements appearing in Canadian mediums, as a record of advertising activities and tendencies.

By Observer

WHAT do you think of a cow as copy? The windows of hardware stores hereabouts have during the past month featured a cut-out of a large cow. Your first thought is that the hardware dealer has borrowed it from the next-door grocer because he likes cows, or because he's just put in a line of condensed milk, or because it advertises a "milk-white" paint. In a druggist's window you would immediately jump to the conclusion that it advertised nipples—but in the hardware window, what can it be? On closer inspection you learn that it is a liquid veneer cow. That's a new kind of cow to be sure—and you may be slow to grasp the connection—especially when you are plainly asked: "What has this cow got to do with Liquid Veneer?" That's just what you want to know!

Therein lies any value it may have as an advertisement for Liquid Veneer, no doubt. The incongruity of the thing gets your attention, arouses your curiosity and, if you're an advertising man, starts you arguing about all the damn fool pieces of advertising—and that's advertising, as some people see it. If you're an ordinary housewife you may be interested in the cow because so much money was paid for it, and you may be confused more than ever as to what Liquid Veneer really is. Because it is not a veneer at all. But Liquid Veneer has been brought to your attention—and the cow has seen service to that extent at least.

Whoever gave birth to this veneered cow idea started something in advertising circles. Advertising men up and down the country have been ridiculing it as the craziest advertising out of the cow-sheds in many a day. All of which is convincing evidence to its progenitors that it was a real advertising idea.

Stove Polish Destroys The Complexion!

You can't acquire or retain a pretty, youthful complexion from the kitchen range! Baking bread, bending over the hot stove, getting blasts of heat from the oven on the face, are just the things that make a woman look old before her time.

MOIRS BREAD

Makes mothers look like sisters because it supplies the nourishment every member in the family needs without any expense to her youthful looks. Sackville 2380 will bring your home this bread!

MOIRS LIMITED
ARGYLE ST.

They are further supported in this belief by the fact that they have been selling more Liquid Veneer lately—the cow is putting Liquid Veneer over the counter, so to speak.

Possibly less incongruous copy would have sold just as much or more bottled cow veneer if as much advertising had been done. But any man who would pay as much for a liquid veneer-cow would be enough of a cow-fan to blow his horn and himself to let everybody know he had that much, and spent it, for the cow.

We've seen lots of calves in advertising copy, anyway. It's time some of them grew up into cows. We may yet be afflicted with cow hosiery for young heifers, cow lingerie for coming-out parties, cow combinations for men who are young (emphasis on the

young), and cow breakfasts for summer resort wear. Isn't it remarkable how these ideas grow? The price of cows may be expected to go up now that their advertising value has been demonstrated. It's all good advertising—if you believe that attracting attention is the essence of good copy. But keep it as secret—because there's no telling what crazy-fool things some people will inflict on us when they find out that "anything that attracts attention is good advertising."

In imagining some possible developments and suggesting some of the freely expressed points of view about this Liquid Veneer advertising, we don't wish to be understood as ridiculing it. There are wide differences of opinion as to whether it is good advertising. You are entitled to yours. The advertiser has thought the idea good enough to justify the expenditure of large sums in color pages in the magazines, posters and window cut-outs—even going to the length of a prize contest to find out "What the cow has to do with Liquid Veneer." In a published interview the management has stated that in its opinion this is the most successful advertising they have yet done. But we cannot advise "Go thou and do likewise." As an advertising idea the cow may be milked dry—for a time at least. She'll have to be freshened up first!

A couple of other oddities caught the Observer's attention during the past month. One was this rather startling suggestion that "Stove Polish Destroys the Complexion" in an advertisement of Moirs Limited in the Halifax papers. Lest you wonder why space would be used to give publicity to so obvious a fact the advertisement is reproduced. When you look into it the connection is more easily understood than in the case of the cow. You are warned that the kitchen range cannot be recommended as a beautifier—so that when you buy Moirs Bread you do it without expense to your youthful looks. Doubtless that will appeal to some women—particularly those whose looks are no longer youthful, having gone the stove polish route. Realizing this, they will appreciate the force of this appeal. Certainly the headline is one to attract attention and like the cow—but why will that cow keep parading around in our mind?

Another advertisement in the Halifax papers which caught our attention was the White Lily Biscuit copy. If you can't read it in the reproduction it is because the original looked as if it had been dragged through the ink-can. It is anything but a white lily, and the sombre, funereal, coffin-suggesting look of that dirty black plate hardly gives the impression that the biscuits are as lily-white and inviting as they probably are. Due to the relatively poor typographical appearance of the Halifax dailies there are many unkempt and sloppy-looking advertisements in them—but the newspapers did the best they could with this one.

If this were a copy-roasting department we would soon run short of material, however, for most of the advertising

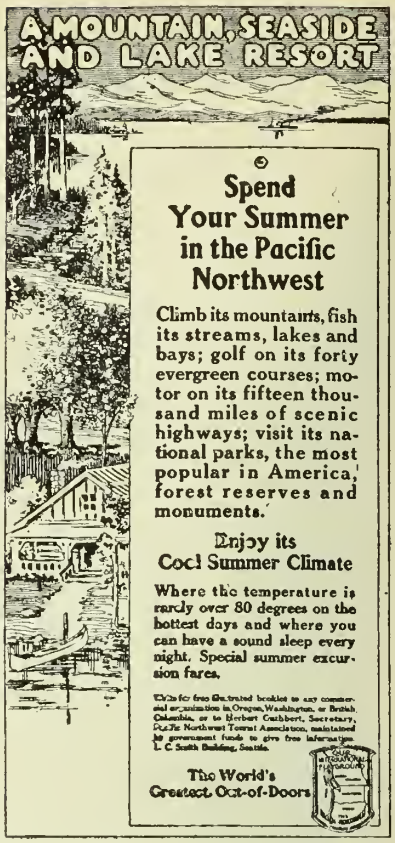
which appears in our leading dailies, magazines, farm papers, bill-boards and street cars is of the sort which invites compliments. So true is this that we will soon have to study up our Thesaurus to avoid sameness of expression in describing our satisfaction. Particularly is it true of the Goodyear advertising, which is good-looking, always. Perhaps it is because enough space is used to command our attention, without a doubt that it will be commanded—enough space to do justice to the illustrations and engravings, enough, too, to say what is said in type big enough to be easily readable. But more specially is it true, we think, because of the moderation which is characteristic of the statements, claims, arguments in Goodyear copy. The novice in advertising usually must unlearn the necessity for ambiguous talk about value and service and best and biggest and similar worked-to-death phraseology—if ever it did have any life. A critical study of the Goodyear advertising will convince anyone, we think, that the bombs in bombast are mostly duds in comparison with the calmly-stated, moderately-worded, conservatively-considered statements that avoid extremes and ambiguity.

Tourist advertising, or advertising to tourists, has ben prominent in the papers during the past month or six weeks. We have seen a great deal of it, without being very strongly impressed by any of it. Perhaps that is because we were not in the fortunate position of being able to debate where we would like to go for a trip. So we have tried to debate with ourself how we would likely be impressed *if* our journeyings were not circumscribed. Some of the advertising of the Canada Steamship Lines and the Northern Navigation Co. strikes nearest home—but this may be because it does not invite us so far away from home. We incline to the opinion, however, that it is because the advertisements are big, attractive and suggest something we can do, and ought to do, right away. They are very specific in their suggestions—sort of plan a little trip for you, make it seem so easy to take it—and that's about as far as a trip-advertisement can go, isn't it? If the advertisements of the Rockies, and Alaska, and the Pacific Northwest, which are reproduced as typical of most of the tour advertising which is appearing, gave an idea of the cost and time required—and showed real pictures of sights to be seen, instead of the obviously decorative nature of the pictorial borders, we can imagine ourself getting down to actual figuring on making the trip.

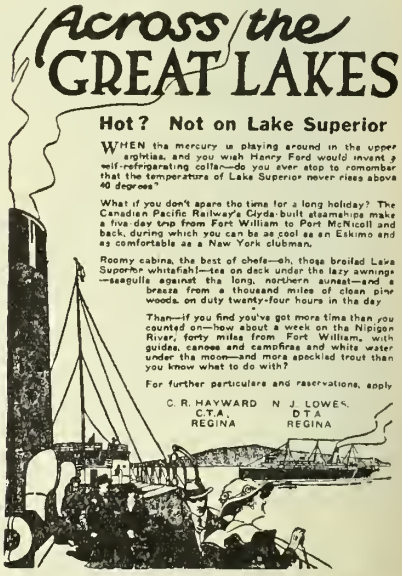
More to the point is the advertisement "Across the Great Lakes" which reads pretty inviting, if you read it. In bigger space, doubtless more people *would* read it. Not that big space is always necessary—but surely it can be used to advantage when such attractive use can be made of it, and when practically immediate consideration is required. Doubtless fewer and bigger advertisements would be more effective than a whole string of tack-hammer taps, when time is so big an element in the effectiveness of the advertising. But so much of this space costs the transportation companies nothing, as they perhaps figure it, that there may be a disposition to use it too cheaply.

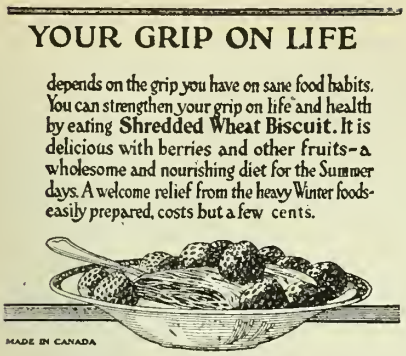
But not being a tourist, and by no means a past master in transportation or tour advertising, we don't hold our opinion as highly valuable. What is done may prove best—and results count, as in the case of the cow. (There's that darn cow again—why will it continually cross our path, even when we are mentally on tour?)

The Shredded Wheat advertisement is typical Shredded Wheat copy but by no means our idea of the best that could be done, even within the limits of possibility in newspaper reproduction. How this suffers in comparison with the mouth-watering, hunger-inciting layouts we see in the color pages in the magazines and on the bill-boards, and occasionally in the street cars. It shows what color adds to an appetite appeal, but the almighty and omnipotent shredded food advertising director knows that we don't know what we're talking about. Maybe it's because he long ago learned the futility of trying to make Shredded Wheat appeal to the appetite! No, we're not knocking—merely suggesting a possible explanation for a seemingly overlooked opportunity to make people think they'd like Shredded Wheat, when served with something else. It may be best to advertise it as a corrective—like Nujol and Grape Nuts and other necessary duties we are apt to overlook. Speaking personally, we are still quite open to the conviction that eating some things is a duty one owes oneself. But dressing it up in palatable form—like taking castor oil in jam—would the quicker persuade us to swallow it. Speaking only for ourselves, of course.



The TruKnit advertisement also stirs our critical disposition. (Maybe it is because we are hard to please these holidaying days.) But this is because of the illustration. We cannot appreciate that out in a sail-boat on a windy summer day is any place to be exposed in one's undergarments. Particularly if there are young ladies in the bow—as is always the case when the young fellows in our set go sailing. Else why would one go sailing. In this picture the young ladies are not exposed





to view—not as the young men are, certainly. That would not be proper, except in the *Ladies Home Journal*, where whole families now cavort in their "shimmies". Undoubtedly some who give this advertisement no more than a glance will get the impression that TruKnit is a new style of bathing suit—which it is nowadays considered quite proper shall be worn anywhere by both sexes so long as it is warm enough (meaning the weather, not the bathing suit). TruKnit has numerous strong points, which are clearly emphasized in the text, and except for the illustration we would consider this a splendid piece of copy. In another advertisement in the TruKnit series a gentleman (?) is shown playing tennis in his TruKnits, closed crotch, thank goodness! Which convinces us that the artist has been allowed to entirely overlook the innate modesty of Canada's young manhood. This sort of thing will bring on a prohibition campaign against too intimate or what some good people will contend is "misleading" advertising. What are we coming to, fellows, anyway?

The Sherwin Williams people can usually be counted on to rise to their opportunities, and they surely did it in the way they have tied up to and co-operated with the "Save the Surface and You Save All" cooperative paint campaign. They have used a clever combination of their familiar "Paint for Every Purpose" slogan with the "Save the Surface" in "The Paint for the Purpose Will SAVE THE SURFACE". We have no doubt that many people who did not read the cooperative paint copy too closely got the impression that it was Sherwin-Williams advertising—because of the consistent and broad-minded advertising policy of the S-W people in the past. Unquestionably the regular advertisers get the most benefit from any cooperative effort. Indeed, in our opinion, most cooperative advertising is largely ineffective, except in so far as it is backed up and tied up by individual effort.

One of the new advertisers is the Dominion Glass Company which is running a modest campaign for its glass fruit jars. We say modest, because the concern is of a size and importance which seems ill-represented in the size or extent of the advertising being done. Here is another case where the "season" is short, which seems to demand advertising big enough to command the attention and secure the immediate consideration of every housewife—and big enough, in this case, to adequately represent the importance of the concern

and its message. These feeble ventures into advertising-land by big, strong corporations are too likely to afford evidence that advertising is futile as a factor in their business.

* * *

HARNESS MAKERS SELL AUTO ACCESSORIES

WHAT looks, on the face of it, like a rather unusual combination is harness makers throughout the country starting to handle automobile accessories.

It remained for the old established firm of Samuel Trees & Co., Ltd., who have occupied a prominent place in the saddlery business in Canada for the last fifty years, to take hold of this and make it a success both for themselves and for the harness makers throughout Canada.

Recently this firm realized that the harness trade occupies a very favorable position for handling this class of business, owing to the fact that the harness maker is really a very skilled mechanic and can adapt himself very easily to the automobile business.

During the summer months, the harness business is usually quiet in the country districts and the harness maker has time to devote to this now very important branch of his business. He is in close touch with so many of his former customers who are now driving automobiles, that he already has a market for accessories amongst his former customers and so many lines which he used to handle for good driving outfits are used by motorists, such as chamois skins, sponges, lap rugs, wash aprons, spoke brushes, auto chairs, curtain fasteners, top dressings and polishes, as well as a general line of top trimming materials, that it seems like a logical development of the old harness business and is a natural desire on the part of the harness maker to cater to the requirements of transportation.

The enterprise shown by the Trees firm in adopting different kinds of advertising is worthy of note. Starting with a carefully prepared plan of general advertising through the harness and hardware trade journals, motor journals, Toronto papers, display and classified ads, direct advertising and catalogues, suitable for distribution, acting in conjunction with the Partridge Tire Co. publicity campaign, which has enabled the harness maker to branch into this new line with very little trouble.

The Trees Co. has been advertising both harness and motor-car accessories for about two years and they are well satisfied with the results that they have had through the classes of advertising employed. They are enthusiastic over any good proposition for bringing their goods before the legitimate users, but, their desire is in every case, to handle their product through established jobbers in the different places, whether it be the harness maker, hardware store, or garage. They do not confine their business to any one class of trade but sell all three classes of dealers referred to.

They are developing their business under the trade name "IMPERIAL BRAND PRODUCTS" and are making some specialties themselves in their own factory while acting as jobbers for other lines of goods.

* * *

Webster H. Tayler, formerly with J. Gibbons, Limited, and the T. Eaton Company, Toronto advertising department, is manager of the Chicago office of Campbell-Ewald Company, advertising agents.

Marketing and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance Single Copies 20 cents.

ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 8 AUGUST, 1919

THE CAUSE OF HIGH PRICES.

The final report of the H.C.L. Committee concludes: "That so far as your Committee are able to discern, no material reduction in the cost of such commodities as above indicated can be expected, except by increasing the volume at a lower cost of production, or by *lowering the cost of distribution.*"

"Production and distribution costs seem to be the dominating factor in determining prices," says the Committee elsewhere in its report, emphasizing the "high costs of distribution" as shown by "excessive spreads" between manufacturing cost and retail selling prices, allowing but "narrow net profits" to all concerned.

The Royal Commission on Industrial Relations in quoting high living costs as one of the chief causes of industrial unrest also reports that workers "blame the present expensive system of distribution and declare there are too many middlemen."

These are not very startling discoveries to any observer of marketing methods as followed in Canada at the present time. The attempt will doubtless be made to impose intended solutions to the difficulties on the wholesale plan. Such restrictions will prove embarrassing both to the efficient and non-efficient manufacturer. To the efficient, because it will be sought to deny such manufacturers the full reward of their efficiency. To the non-efficient because they will consider it "impossible" to carry on business under the restrictions imposed.

We believe that in most cases advertising will be found to be the saviour of the situation. Because we believe that advertising lowers the cost of distribution. It brings the producer and consumer in touch, makes them acquainted with each other, places a higher value on quality and service, smooths out and speeds up the channels of distribution, lessens the work and time required to complete sales, and on the whole performs most economically a service necessary to marketing on a modern scale, and under modern conditions. Also it very frequently follows that advertising, by increasing volume, lowers production costs.

When more of our manufacturers can be made to realize these truths we believe "that spread" will be appreciably narrowed.

* * *

It seems as though some advertisers would rather see their advertising fail than win out—so they can say: "I told you so."

* * *

Don't expect other people to believe in your advertisement if you don't.

* * *

NEXT WAR LOAN ADVERTISING.

How shall it be handled?

If the experience of the last two years has not shown the necessity for a more business-like arrangement, then other reasons will bring it about.

We hear that the C. P. A. does not want to be bothered with it any further, if, indeed, in their disorganized state they will be in any position to handle it satisfactorily. Experience has taught them that the advertising agency organizations really do relieve the publisher, as well as the advertiser, of an immense amount of bothersome detail and embarrassing responsibility.

Then, there are among the publishers many who believe that their organization should not place itself in the position of being used by any party government, but should insist on doing business with government departments through established business channels and in accord with recognized business practice.

This would require that the Finance Minister either perfect his own organization to handle the advertising, or do business with the publishers through their recognized advertising agents.

The difficulty of determining who shall get the business, or how the appropriation and responsibility shall be divided (if such a thing would be considered) will be quickly removed if the advertising agents' association will take the initiative in proposing that its members co-operate in a special organization to handle this important campaign. This would be similar to the arrangements last year, but with the publishers left where they belong—on the selling side of the proceedings.

It would also be similar to the procedure just adopted in the United States for handling a $250,000 campaign for recruiting. The advertising agents' association will handle the campaign through a sort of co-operative agency representing all the members, organized for this purpose.

We believe an arrangement of this kind would work out most satisfactorily to all concerned.

* * *

Some men's only reason for not doing a thing is that it has never been done. Others, that it might disturb business. Some businesses have become stagnant for want of a little "disturbance."

* * *

Age is not a matter of years, but of ideas.

UNDERMINING THEIR MARKET.

Doesn't it seem strange that so few publishers realize how seriously they undermine their market by their failure to maintain their advertising rates, by allowing varying commissions to different agents, and by granting "trade discounts" to a few advertisers?

Agents and advertisers would be foolish indeed if they failed to bargain and bluff to beat down rates as long, in any case, as there seemed any hope of gaining a concession. So the publisher who rails at the agent or advertiser who tries to "break" his rates should turn his attention and criticism to himself and his practices.

Most advertisers are disposed to shy at publications which do not maintain their rates, because in such a case one never knows if he has reached bottom. There is always the suspicion that some other advertiser may be getting better terms. Little wonder that they so consistently favor the publications whose rates are maintained, strictly and without exception.

And this suggests that one of the first things the new daily newspaper association should undertake will be to clean house in this respect: 1st, by adopting a uniform rate of commission to all recognized advertising agents, which all publishers would agree to observe; and 2nd, by discontinuing the allowance of any discounts to any advertisers direct. Yes, it will be some clean-up, and may require firm handling. Why not make this a condition of membership, and thus separate the sheep from the goats?

Think what it would mean for such an association to assure advertisers that every publisher member (1) maintained his rates as quoted on his rate card, (2) allowed a uniform rate of commission to advertising agents, the same to every agent and (3) allowed that commission to accredited agents only. It would be worth while to organize a select list of daily newspapers, if for this purpose alone.

* * *

A BUREAU OF RATES.

The suggestion made in Marketing a few months ago that the Audit Bureau of Circulations might well supplement its service to advertisers and publishers by auditing the rates charged by its publisher-members has been taken up by William C. Freeman, who endorsed the proposal in a recent issue of the Fourth Estate. His idea is an Audit Bureau of Rates, and he reports that it is approved by numerous publishers.

One publisher tells of efforts made in the past in several cities to have all the newspapers within the city submit their books to an audit to show the rates charged different advertisers, and he states that in no case has the effort been successful, for reasons which must be imagined.

The time is coming, and it may not be far away, when something of this kind will be done. Certainly no question is so disturbing to advertisers today as the discrimination which they feel is practised in so many cases. And why should they not complain, when certain advertisers, by no means the largest users of space, are granted lower rates, extensions of contract or conceded the agency commission, for no better reason than that it "has been a practice of forty years standing," as has been the justification of some newspapers.

The one-price basis must come in the advertising business, some way, some time, and the sooner the better for all concerned.

* * *

If you are angry at something the boss has done or written, get over it before you try to do business with a customer.

* * *

Do not make the mistake of thinking that because you've been selling goods for twenty years you have nothing to learn about the goods, or about selling them.

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR JUNE, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total
Nor West Farmer	2	720	64,008	4,578	272	68,858
Farmers Advocate (London)	4	720	48,815	5,979	..	54,794
Farmers Advocate (Winnipeg)	4	720	44,855	1,861	..	46,716
Farm & Ranch Review	2	720	42,968	7,786	152	50,906
Grain Growers Guide†	1	720	39,573	1,243	..	40,816
Candian Countryman	4	700	37,716	1,682	28	39,426
Farmers Magazine	2	700	32,565	38	226	32,829
Canadian Farm*	4	792	23,060	1,284	170	24,514
Maritime Farmer	9	672	21,792	1,785	1,390	24,967
Farm & Dairy	4	700	21,258	3,304	56	24,618
B. C Farmer	1	420	7,484	60	149	7,693
Ottawa Farm Journal	8	2,432	63,577	3,842	4,605	72,024
Family Herald & Weekly Star	4	2,432	58,801	170	1,716	60,687
Free Press Prairie Farmer	4	1,180	21,106	..	2,892	23,998
Weekly Witness	4	2,109	9,537	..	1,962	11,499

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR JULY, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	5	720	90,557	9,544	..	100,101
Farmers Advocate (Winnipeg)	5	720	60,912	3,948	..	64,840
Nor'West Farmer	2	720	49,407	4,643	75	54,125
Farmers Advocate (London)	5	720	40,659	7,661	..	48,320
Farm & Ranch Review	2	720	28,939	2,638	15	31,592
Canadian Countryman	4	700	28,818	1,362	..	30,180
Farmers Magazine	2	700	21,571	42	136	21,749
Canadian Farm*	5	792	20,823	1,687	187	22,697
Maritime Farmer	2	672	18,579	1,530	1,565	21,674
Farm & Dairy	5	700	17,689	2,397	..	20,086
B.C. Farmer	1	420	7,078	207	28	7,313
Family Herald & Weekly Star	5	2,432	58,718	40	2,334	61,092
Ottawa Farm Journal	9	2,432	47,543	791	2,709	51,043
Free Press Prairie Farmer	5	1,180	29,202	50	3,801	33,053
Montreal Weekly Witness	5	2,110	9,150	60	2,234	11,444

*Does not include mid-week market supplement.
†Issues June 4, 11 and 18 omitted on account of strike.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR JULY, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Macleans Magazine	1	700	34,573	568	50¼
Canadian Home Journal	1	800	20,051	1,122	26¼
Everywomans World	1	800	19,762	2,010	27¼
Canadian Courier	2	728	16,272	56	22½
Western Home Monthly	1	720	11,903	2,125	19½
World Wide	5	636	5,991	480	10

The Direct Route to Ca
the Farm Papers

Have You Clothing - B
Building Material - a Fo

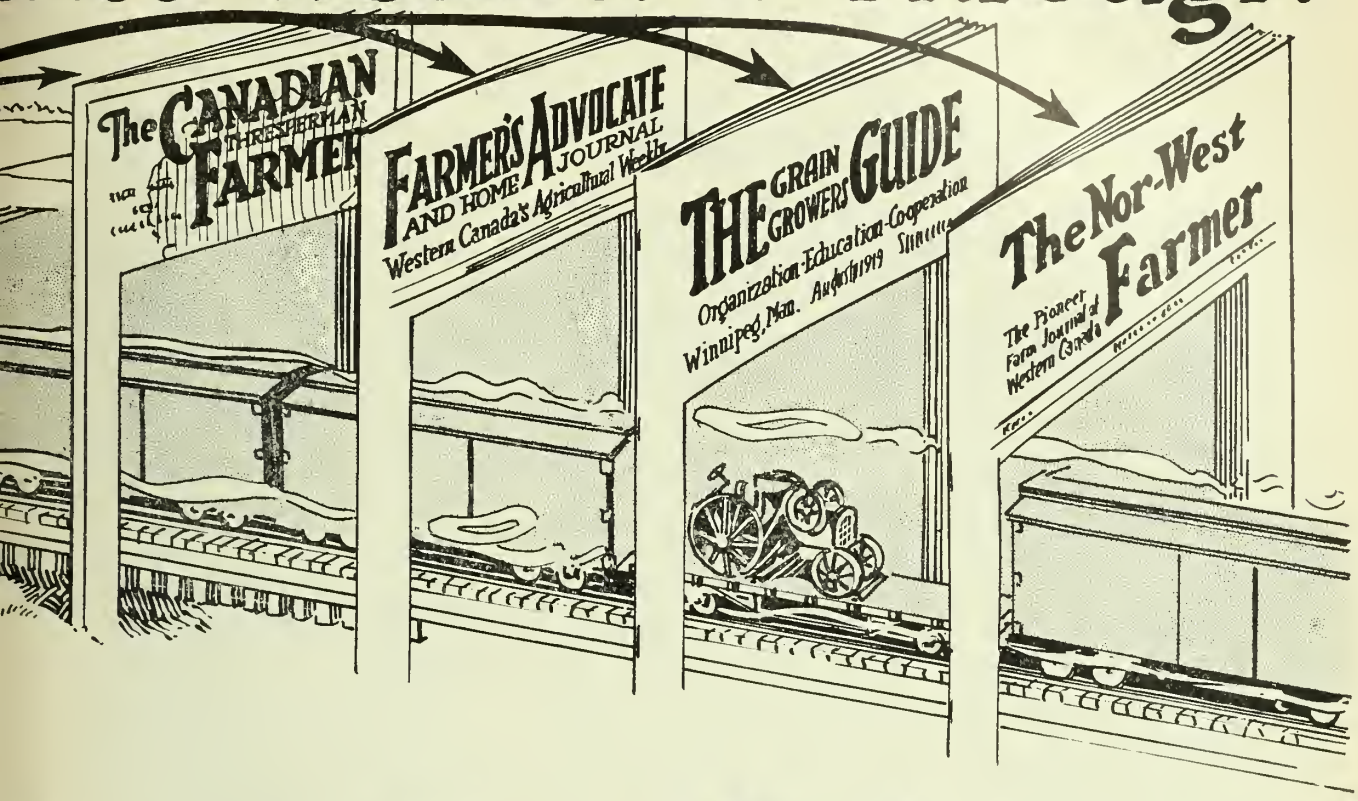
If You Have, You'd better Tell th
Because they Have

218,563 Farm Families Have Ov

The farmers who are making the most money out of their business are the progressive up-to-date men who keep in touch with modern advancement through their favorite farm paper—therefore the farm papers of Western Canada give you the "pick" of Canada's men who have money to pay for what they want—men who started a few years ago with practically nothing but a knowledge of farm now they have the price as well inclination to buy luxuries as w necessities. They plan to equip with city conveniences, they'll wear lar store clothes, drive motors, eat br foods and live in all the comfort money will buy.

If You Desire Further Information Write Any of These Journals—
or Ask Your Advertising Agency

da's Wealth is Through



ts - Shoes - Machinery - - or a Drink to Sell?

mers of Western Canada About It
Money of the West

lion and a Half Dollars to Spend!

Farmers of Western Canada—65% of the population are buying necessities and luxuries from heavy tractors to ice cream freezers—silks to binder twine—baby clothes to safety razors.

The Farm Papers of Western Canada

"Farmer's Advocate"
Weekly) WINNIPEG (Member A.B.C.)

"Grain Growers' Guide"
(Weekly WINNIPEG (Member A.B.C.)

"Nor'-West Farmer"
(Semi-Monthly) WINNIPEG (Member A.B.C.)

"Canadian Thresherman and Farmer"
(Monthly) WINNIPEG (Member A.B.C.)

TACTICS IN GETTING INTERVIEWS

Methods used by successful salesmen in "getting in" to see the buyer. When to force an interview, when to employ strategy, when nerve wins. From an interesting new book on salesmanship, published by Ronald Press.

By Harold Whitehead
Assistant Professor of Sales Relations, College of Business Administration, Boston University.

A keen young salesman carefully trained himself in the art of demonstrating his goods; he committed every conceivable talking point to memory; the old hands at the game taught him how to answer all likely objections with apt and telling replies—until he knew what to say and do under every conceivable circumstance. Finally he was sent out on the road to interview heads of large corporations who usually had to be reached through a clerk at the information desk.

He started on his round brimful of enthusiasm. He returned in less than a month with all his "pep" gone and without an order. When asked to explain the cause of his failure his answer was "I knew just what to do when I met the prospect. The trouble was I never got near him."

A salesman may study his goods and his market, memorize his talking points, assemble them into two or three complete sales talks, and be primed to meet every conceivable objection; yet if he is held at arm's length and can only occasionally break through the outer defenses of his prospects, his value as a producer will be small.

One Definite Rule You Can Always Apply

There is no sure method of breaking into the buyer's presence. There is, however, one rule which every salesman can safely adopt at all times. Never be discouraged when you are refused an interview, but try, try again. The very persistence of your calling will in time at least create respect and in nine cases out of ten break down opposition.

Buyers often judge the mettle of a new salesman largely by his persistence in calling regularly in spite of rebuffs. The man who turns up again and again in the face of previous "turn downs," always with the same smile and always with the expectancy that to grant him an interview is the most natural thing in the world, will be sure to win this interview in the end.

Reasons Why the Buyer Refuses an Interview

It should be remembered that the prospective customer's refusal of an interview may come from any of several reasons which may not exist at the salesman's next visit. Possibly the buyer decides that the goods are of no immediate interest and that an interview will be a waste of time. Again his relations with a firm which at present supplies him may be such as he does not wish to break off. When the salesman again calls the former harmonious relationship may no longer exist and a chance for an opening arises.

The refusal may not be due to business but to purely personal reasons. Perhaps the buyer feels unwell or worried—or he may be anxious to leave the office early to meet his wife—or any of a score of reasons may keep him from granting an interview at the time of the salesman's call. Whatever the reason, the refusal is usually in the form of a stereotyped excuse to the effect that "Mr. Brown is too busy to see you today," or "Mr. Brown says there is nothing wanted on this trip."

It will thus be seen that when no indication is given of the reason for refusal the presumption is that another call may prove more effective.

When to Force an Interview

Every refusal to grant an interview creates a situation that needs to be handled according to the circumstances of the case.

Where the salesman represents a wholesale house and knows that he will be making the same trip several times during the course of a year, the better policy may be to leave his card if the buyer will not see him. As he leaves the office he says to the information clerk or telephone operator, "I am sorry Mr. Jones cannot see me today. I will call on my next round when I hope to find he has more time to spare."

In such a case pertinacity and regularity in calling—always with the same cheerful smile—will in time break down the opposition of any buyer who has no personal grudge against the salesman or his house.

The specialty salesman can usually call again only after a long interval. If his work is to be productive and pay for the heavy cost of personal solicitation he must gain the ear of a certain number of customers daily. To serve the purpose of an entering wedge advertising literature or a series of form letters will probably have been sent ahead of him with the object of interesting the prospective customer sufficiently to make him willing to grant an interview. A refusal after this preliminary approach would imply that he is still not interested and other tactics must be adopted.

In some cases ingenuity may be needed or a little audacity in forcing an interview may be recommended. It is advisable, however, never to try to force one's presence on a customer until he has been called upon several times without avail, or unless correspondence has preceded the call.

Polite Insistence Always Worth a Trial

Sometimes a happy way of insisting upon an interview may prove effective and is always worth a trial.

A salesman selling a specialty in the mechanical field made a special trip to a large automobile factory near Detroit. A pleasant young woman at the information desk sent forward his card to the general manager whom he particularly wished to see. A messenger returned with the words scribbled on the back of the card; "Too busy to see you today—Directors' Meeting."

"How long does this meeting last?" he asked the girl.

"About two hours."

"I'll wait until it is over and then perhaps the general manager will see me."

"It's useless," she replied. "He will be much too busy and he always refuses to see anybody after a directors' meeting. Did you arrange an appointment?"

"No," replied the salesman.

"Then I'd advise you to do so and call again."

The salesman paused to reflect as he approached the steps leading from the main office. After a few moments he returned to the information desk. Taking out another card he wrote on the back of it:

"I merely want to shake you by the hand and look you in the eye so that next year when I call again and you have more time you will know what I look like."

He asked the girl to send this message in to the general manager. The card returned with the answer, "Will see you at four this afternoon." The two hours interval the salesman filled in with a stroll through the town until he finally secured the coveted interview.

When to Avoid Mentioning Nature of Business

Sometimes the better policy is not to announce the name of the firm represented or the nature of its business. This is especially applicable to the sale of certain specialties in which the prospect thinks he is not interested. In such a case it may be necessary to gain admittance by pertinacious insistence without stating the nature of the business until face to face with the buyer.

For instance, when a cash register salesman enters a store he walks up to the person whom he judges to be the storekeeper and says, "Is this Mr. Johnson?" If the person addressed proves to be a clerk he is flattered at being mistaken for the proprietor. If he is a clerk and replies, "Mr. Johnson is busy," the salesman answers, "Very well, I will wait a few minutes until he is at liberty." If the proprietor is out, "Very well, I will call again. When is he likely to be in?"

When the clerk asks, "What is your business? What do you want to see him about?", the salesman replies, "I want to see Mr. Johnson personally, I will wait until I can see him." If the clerk is insistent or reveals annoyance at the secrecy, the salesman answers, "My name is Smith. Will you please tell Mr. Johnson that Mr. Smith wishes to see him and explain his business to him personally."

When the salesman finally comes face to face with the proprietor, if he is asked to explain his business, he openly states the reason for his call—"I represent the ——— Cash Register Company." This opening puts the salesman on a square footing. If the prospect has any objection to granting an interview or any reasons for refusing to listen to the salesman's talk about cash registers his fire is drawn at once.

Ask for an Interview with a Definite Person

As a rule it is an advantage when seeking an interview to be able to ask to see Mr. So-and-So rather than an indefinite person such as the buyer, the manager, or the merchandise man.

A salesman handling office appliances found that whenever he asked for the "buyer of supplies" he was nearly always met with a request for his card or was asked to state his business. He finally concluded that the very fact of asking for "the buyer" hurt his chances of winning an interview.

He decided that it would be better to find out the buyer's name and then introduce himself in such a way as to convey the impression that he was expected. On some occasions he was able to ascertain the buyer's name in advance, but more often he entered the office of a prospect without this information. To conceal his ignorance his method was—"I want to se Mr.—Mr. —, Dear me, I can't recall his name? Who is the buyer of office supplies?"

The girl at the information desk generally replied, "Is it Mr.—— you mean?" to which the salesman answered "Yes, that's the man I want. Please tell him that Mr. Blank is here. A card is unnecessary." The girl would then either telephone to the buyer or send in a message to the effect that "Mr Blank has called, sir." The buyer wondering who Mr. Blank was and if he had an appointment with him would in some cases see the salesman so as to be on the safe side.

Ask for an Interview as if Expected

The winning of an interview as in the example already cited is much easier if one approaches with the attitude of expecting to receive it. When we doubt whether a favor will be granted we invite a refusal, but if we treat it as a matter of course we are much more likely to receive it. It is obvious that when a salesman calls and asks if the buyer or the manager is in he does not know the name of the person he wants to see. A question such as this exposes his business and his ignorance. The information clerk goes to the buyer and says:

"There's a salesman who wants to see you, sir."

"Tell him I'm busy," is a frequent reply before the prospect even looks at the card.

The salesman should fortify his persistence by reflecting that three-quarters of all business is transacted by means of salesmen, and that it is a in the day's routine for wholesale buyers, purchasing agents and retailers to refuse at times to grant an interview. A prerogative of the salesman is to be persistent when he believes he has something of interest and profit to show to the buyer.

The balance of trade in Merchandising

WE hear a lot these days of the so-called balance of trade; and much has been made of Canada's unfavorable position in this respect.

At present the balance of trade is against us.

Canadians will have to produce more and buy more within the borders of their country, if the balance is to be restored to anything like an equilibrium.

As with nations, so with individuals.

The manufacturer who adopts an aggressive policy of production and sales, and supports that policy with vigorous and informative advertising, will divert business to himself and create a balance of trade in his favor.

By the same token the manufacturer who fails to take advantage of the opportunities which advertising presents, will lose to his advertising competitor in Canada or across the line sales which might otherwise be his.

Our business is to help the manufacturer who is out after all the trade he can legitimately get.

For him we secure dealer co-operation because we do something for the dealer. We gain for him the reader's confidence because we are straight-forward with the reader. We retain his goodwill and account because dealer co-operation and reader confidence sell the goods of the manufacturer whose advertising we plan, write and place.

NORRIS-PATTERSON

LIMITED

ADVERTISING AGENCY

10 EAST ADELAIDE STREET TORONTO

"It's All in the Service"

The Adroit Use of Samples

Samples can sometimes be used as a means of gaining an interview when the direct approach fails. The wholesale salesman who wishes to display his samples and if not given an opportunity to do so often feels that if only the buyer could be shown the new lines, business would be secured in spite of a previous reluctance to look at them.

Among the customers of a wholesale millinery house were several department store buyers who were usually inaccessible if the salesman chanced to call while they were in their offices. Not infrequently the word came back that "nothing was wanted on this trip" or "I'm too busy." It is true the salesman might have sent up a second message to an inaccessible buyer saying that he wished to show a few special lines and that he wanted to see him for a few minutes only, but experience proved that the chance of thus winning an interview was slender. Finally as the best way out of the difficulty he adopted the following plan:

When he returned to his hotel late in the afternoon he selected a few "specials" which he thought would prove most tempting in their appeal to the two or three most important buyers who had refused to see him. He sent these by special messenger to the offices of the buyers with a note worded as follows:

"Sorry you were so busy when I called today. To save your time I am sending by special messenger a few samples of my novelties which I feel I ought to show you before leaving town. Look them over at your leisure between now and ten o'clock tomorrow morning. I will be at the store about that time. Don't want to leave town without shaking hands with you at any rate."

No plan is ever uniformly successful, but persistence in trying different means will secure many interviews that otherwise would never be granted. Every wholesale salesman carries among his samples two or three attractive leaders to be used in securing an opening or else he knows which items in his line will most please the fancy of a particular buyer. The use of these is the way outlined will often be found effective when everything else has failed. The buyer naturally looks over the samples and, whether interested or not, at least feels under the obligation of thanking the salesman for the trouble he has taken—if only to "shake hands."

Heroic Methods Sometimes Needed

The more difficult an article is to sell, such as a service or a high-priced specialty, the greater as a rule will be the obstacles encountered when breaking through the outer barricades with which many business men and buyers protect themselves from the insistent salesman. The more heroic, accordingly, must be the means adopted to get an interview. The result, however, must justify the salesman's persistence. An interview gained by means of insistence, or by means of "nerve" would be worse than useless if, when it opens, the salesman is unable to take complete command of the situation.

A salesman representing an advertising novelty house which was as yet unknown, knew that if he could once secure the ear of certain prospects his offer was such that in nine cases out of ten business would result. The words "advertising novelty," however, conveyed little to the business man beyond the fact that one more salesman wanted to see him, probably to waste his time. The salesman's firm supplied its men with tasteful business cards; but as these explained nothing they all too frequently acted as a hindrance rather than a help. The problem was to win the ear of a prospect before announcing the nature of the business.

The salesman determined to change his tactics and discard the use of a card as a means of passing the outer guard. When asked by the information clerk what he wanted he said "Tell Mr. Jones that Mr. Blank has called."

When the messenger returned with the request for his card, as was frequently the case, he replied; "I have no cards. Wait a minute, though, I will give you a note."

Thereupon tearing a plain sheet of paper from a pad he wrote in pencil. "I have to leave town tonight. Cannot return for three months. Must see you now for four minutes if possible to make report complete. Persistent in asking for an interview because the matter is urgent and vital for you."

This free and easy message, while not very explicit was at least courageous. We all admire courage and pertinacity and neither a business man nor his buyer ever resents the forcing of an interview if the salesman quickly justifies his aggressiveness in his opening statement.

The Nerve of a Book Salesman

If the path of the salesman selling such a specialty as advertising is thorny, that of the high-priced book salesman is barricaded with rocks and barred gates. As a rule the book canvasser works doggedly and persistently, knowing that the law of averages will in the end atone for all things and that if he only calls on a sufficient number of persons he will gain a certain number of orders. Some men, however, adopt a more courageous attitude with proportionately better results. They know that their address and personality are such as to permit them to take chances in securing an interview by means of courageous diplomacy, and ingenuity is often revealed in the means they adopt to this end.

An artist in salesmanship with a fair share of that courage which goes by the name of "nerve," determined to secure an order for a high-priced set of books from a bank president. There seemed little hope of an interview because a man of commercial eminence will not as a rule see anybody until his secretary and perhaps his confidential clerk have first inspected and passed upon the names of those seeking admittance. A few casual inquiries revealed the fact that the bank president was known to his college chums by the nickname of "Chic," an abbreviation of his first name, Charles. Armed with this information the salesman called and asked to see his man.

"Will you give me your card please?" the secretary politely requested.

The salesman opened his pocket book—to discover that he had forgotten to renew his supply. "I'm sorry to say I happen to be out of cards" he said, but if you will tell Mr. Blank that Mr. Jones would like to speak to him for a few moments, I'm sure he'll be glad to see me."

"What is your business? The president sees nobody without this information. Are you soliciting a subscription of any kind?"

"No, I'm not," answered the salesman curtly, "But if you will take this note to him he will see me"—and he wrote on a piece of paper: "Dear Chic. I want to see you for a minute. F.J."

The secretary read this intimate message, hesitated for a moment, and then took it to the president. A few minutes later the salesman was asked to come in.

His open remarks began, "Mr. Blank, I have never had the pleasure of meeting you before in my life and I apologize for taking a liberty with your name. But I knew of no other way to see you. I know how many people want your ear and how necessary it is to guard your time, but I just had to tell you about my proposition because it is one that will surely appeal to you. It will take me exactly eight and a half minutes to do so. If you say No, I leave right away. Do I win my interview?"

All this was said, not with an air of apologetic deference, but with the manner of a man who is not ashamed of what he has done and is quite ready to take the consequence if he has made a mistake. The personality of the book salesman appealed to the president and his sporting instinct appreciated the situation. Audacity is always admired. With the right touch of genial salesmanship audacity will carry a man through where timidity and hesitancy spell abject failure.

Sheer Nerve Sometimes Wins Out

The biggest rewards fall to the salesman who successfully tackles those jobs which require in addition to all other qualifications of salesmanship, a certain amount of audacity and nerve. As before mentioned audacity in forcing one's way into the presence of the buyer is justified only by results. The offer must be such as at once to convince the prospect that it is worth his time and attention.

A new patented ash barrel only needed to be shown to be sold in nine cases out of ten. Yet the salesman handling it was frequently refused admittance because both his firm and the invention were still unknown. After sending in his card a message usually came back to the effect that "Mr. Blank is sorry he can't see you today." So the salesman changed his method. When the road to the buyer's office was in sight he would frequently reply, "Thank you," and walk right past the girl at the information desk into the buyer's sanctum. Immediately on entering he placed a model of the barrel on the prospective buyer's desk and in nine cases out of ten the buyer was too surprised to say anything for a minute or two although occasionally he might resent the salesman's entry with such words as "Didn't the boy tell you I couldn't see you?"

"Yes, he did, Mr. Brown" the salesman would cheerfully reply, "but that was only because you didn't know just what it is I have to offer you. Now if I am taking up your time when you are really too busy to see me, say so and I will leave at once. Meanwhile just inspect this model of our new patented ash barrel. It speaks for itself. Notice how these wooden staves make it impossible to dent the sides. I'll call again tomorrow morning and hear what you have to say about it."

1866 *LONDON, CANADA* 1919

FARM versus CITY

Who are the principal buyers of expensive commodities? It has been observed by those making a careful study of farm trade and business in general that you cannot distinguish between the farmer and the city man by their appearance or by the goods they buy. It has been found that the farmer's wife and family buy the best quality in lines of goods such as woollens, silks, silk hosiery, corsets, dresses, hats, etc., etc., and that more high-priced articles go into the farm homes than into the city homes.

These statements may seem almost incredible, but if you wish to verify them ask the largest merchants in cities and towns in this country.

The Farmer's Advocate and Home Magazine

also goes into the homes of these progressive farmers—an evidence that they also want the best in the line of journalism.

Advertisers recognise the business profit from dealing with such a class, and thus our advertising columns grow from year to year. For the financial year just closed The FARMER'S ADVOCATE AND HOME MAGAZINE contained 544 more columns of solid advertising than in the previous year, or an average increase of nearly 11 columns each week of the year.

The subscription price is $1.50 per year in advance and $2.00 per year when not paid in advance. The cash receipts from subscriptions alone for the financial year ended June 30, 1919, exceeded an average of $1.50 per subscriber for the whole subscription list of 30,521.

QUALITY OF CIRCULATION counts high. You need no other argument.

Send for sample copy and all information required will be promptly given.

The Farmer's Advocate and Home Magazine

Published by

The William Weld Co., Limited

LONDON, CANADA

(Member of A.B.C. since its inauguration)

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKEL TYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

STREET CAR ADVERTISING Plays Important Role in Manufacturers' Plans

One kind of advertising gives opportunity for argument, another should be used preceding or during concerted selling effort, but in the Street Cars the manufacturer can take full advantage of the "element of time" and "repetition," two factors necessary to success, on the smallest of advertising investments.

The most desirable Advertising medium is the one which enables you to put your message in the most attractive form, before the greatest number of people, in the most desirable territory and keep it constantly before these people for the longest time at the lowest cost.

The Canadian Street Car Advertising Co.
LIMITED

TORONTO MONTREAL WINNIPEG

INSIST ON CANADIAN-MADE PAPERS

The "R SHIELD" watermark guarantees "Rolland Quality"

CANADA'S LEADING WATERMARK

In Bond, Writing and Ledger Papers, the "R Shield" Watermark is your guarantee of Superior quality

Superfine Linen Record — Empire Linen Bond
Earnscliffe Linen Bond — Colonial Bond
Mount Royal Bond

Ask your printer

The ROLLAND PAPER COMPANY, LIMITED
High Grade Paper Makers since 1882
Montreal, Que. Mills at St. Jerome, P. Q., Mont Rolland, P. Q.

This last example of winning an interview represents the climax of audacity. Audacity, however, is rarely necessary. For the average salesman the best method is to adhere to the well-worn road of steady pertinacity backed up by invariable cheerfulness in spite of refusals. If judgment is revealed in selecting prospects no serious difficulty will be encountered in securing all the interviews that can be handled. The house-to-house canvasser who is selling coffee will, of course, waste his time if he persistently knocks at the back door of the White House and asks for the President's wife. But where a salesman is handling a proposition which he knows is worth examining, then the art of winning an interview simply resolves itself into making a sufficient number of calls in likely quarters and interesting the prospects who decline to see him by means of suitable personal letters or other advertising literature. By such means those who at first resolutely refuse an interview are finally won over and the barricades are lowered.

♣ ♣ ♣

The advertising of Renfrew Electric Products is being placed through the Toronto office of McConnell & Fergusson.

* * *

Claude Sanagan, recently in charge of the promotion department of the Toronto *Globe*, and editor of the Retail *Merchant's Globe*, has been appointed assistant advertising manager of the Willys-Overland Company, Toronto. For some years he was London, (Ont.) representative of the *Globe*. He is succeeded at the *Globe* by A. R. Clarke, who has been managing editor of the London *Morning Advertiser*, and a former *Globe* reporter.

* * *

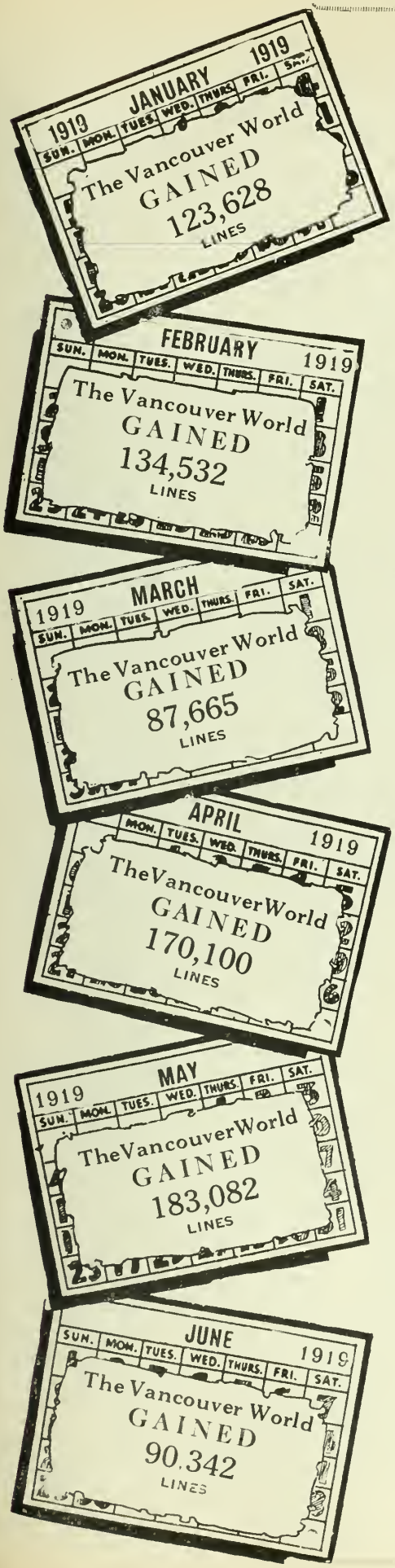
Handling pay envelopes for a large staff of employees is quite a job, even when well organized. Lever Brothers have solved some of the difficulties in their Port Sunlight plant by not having any pay envelope. Every workman opens a checking account at the local bank, and Lever Brothers' banker credits his account with the man's pay.

FOR SALE

Motor, 10 horse power alternative current with controller, $400.00.

Apply

LE DROIT, Ottawa



A RECORD GROWTH

THE five Department Stores in Vancouver publish more display advertising in THE WORLD than in any other newspaper. The figures for the last six months are:

	INCHES
THE WORLD .	**70,889**
Other Evening Paper	**60,988**
Morning Paper (6 Days)	**33,548**

This big increase constituted a record with THE WORLD. Honest publicity —plus service.

The Gain

in total Paid Advertising for the first six months of 1919—local and foreign—was:

789,349

AGATE LINES

Every month showed Big Gains

The Daily World

"VANCOUVER'S POPULAR HOME PAPER"

Eastern Agents:

J. B. RATHBONE,
95 King East,
TORONTO

J. C. ROSS,
Board of Trade Building,
MONTREAL

The Yard Stick Every Space Buyer will Appreciate

And as It Relates to New Brunswick

Every space buyer—and user—wants to be represented in the livest and most productive mediums—the mediums that lead their field in influence. The DAILY TELEGRAPH and The EVENING TIMES - STAR are without peer in their field, as the following will show:—

For the first 6 months of 1919, The TELEGRAPH and TIMES passed their local contemporaries to the tune of 38% in local business; 120% in national and 306% in classified.

Your New Brunswick campaign is not complete without this combination.

This crack combination offers 30,000 net paid A.B.C. circulation at the flat rate of 5c. per agate line. Your agent will tell you more about it—or write direct.

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A.B.C. Papers in New Brunswick

JUNE ADVERTISING IN KINGSTON

Total advertising in Kingston Daily Newspapers for June last was as follows:

Whig	**30,149.50 Inches**
Next Paper	**25,080.75 Inches**

Balance in favor of Whig—**5,068.75** Inches, or **70,962½** Agate Lines.

The British Whig leads in news features and circulation just as it does in advertising volume.

Write for Circulation Statement, Rates, Etc.

British Whig Publishing Co.

Limited

KINGSTON, - ONT.

Advertising Convention Exhibit at New Orleans

Information of a most valuable character will be available to those who visit the National Advertising Exhibit, to be held as a part of the convention of the Associated Advertising Clubs of the World, at New Orleans, Sept. 21 to 25, says a bulletin from the Advertising Association.

In addition to the fact that this year's advertising exhibit will take a new form, embracing complete showings of several actual advertising campaigns, it is also announced that at stated hours, those who planned and executed the campaigns shown will be on hand to explain them and to answer any questions which are not answered to the complete satisfaction of the visitor by the exhibits themselves.

Several campaigns are to be shown. There will be national, semi-national, territorial and local campaigns in the showing. Advertisements from publications, and from all other mediums used, as well as "follow-up" matter employed in the campaigns will be shown and explained, and Joseph S. Potsdamer, of Philadelphia, Chairman of the Exhibit Committee, has declared that it will be such an exhibit and explained in such interesting detail, as to bring notebooks from the pockets of those who see it.

In addition to these campaigns, two other features of importance are being planned.

One of them, following the chief theme of the convention, will show campaigns which have been used by manufacturers, merchandising establishments and other employers, in gaining the co-operation of their employees. This section will be supplemetal to the plan to have a labor leader and a man equally representative of capital, present what they believe to be the terms upon which capital and labor can agree so as to insure increased production, and thereby insure continued prosperity. Samuel Gompers, President of the American Federation of Labor, has accepted a place on the program.

The other feature of importance will be a complete exhibit showing how the Advertising Club of Neosho has built up the business of Neosho, through a plan of co-operative advertising, and by co-operation among the merchants to insure that all of the advertising is so truthful as to insure that the customer who comes to Neosho will desire to make Neosho his regular trading point.

The Neosho plan has attracted national attention. For years, the business men of that community, through the Advertising Club, have continued to build steadily, with the result that the little Missouri city quite frequently entertains business men from other communities who go there to make a first-hand study of the methods successfully employed in Neosho, with the idea of adapting them to their own cities.

Recognizing the wide interest which this co-operative work has attracted, the Advertising Clubs conceived the idea of "taking Neosho to the business world," in furtherance of the Association's work in behalf of making all advertising absolutely truthful.

* * *

Total Paid Circulation of

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

is Thousands More than
. Next London Paper. .

Paid Circulation of the London Free Press in London is almost double that of next London paper.

The A. B. C. Auditors' Report is ready. If you would like a copy, we will send it to you by the next mail.

The London Free Press

Member A. B. C.

Paid Circulation Over 40,000

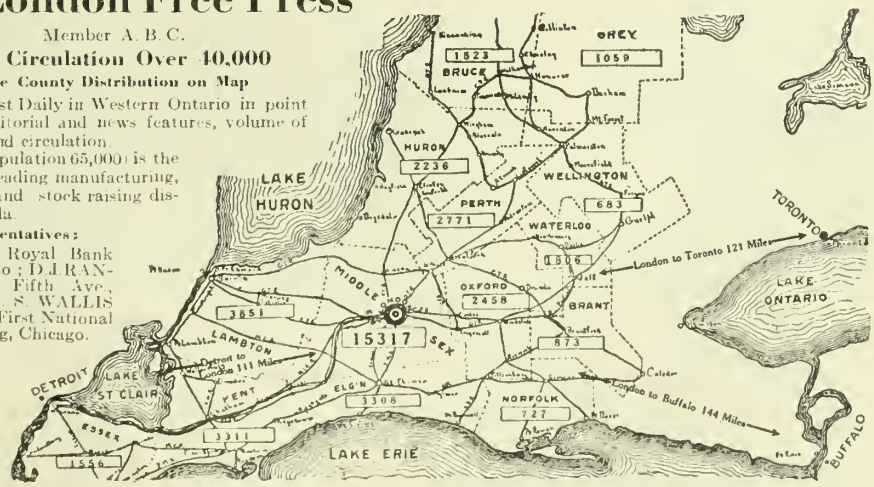
See County Distribution on Map

The foremost Daily in Western Ontario in point of superior editorial and news features, volume of advertising and circulation.

London (population 65,000) is the heart of the leading manufacturing, agricultural and stock raising district of Canada.

Representatives:

E. J. GUY, Royal Bank Bldg., Toronto; D. J. RANDALL, 341 Fifth Ave., New York; L. S. WALLIS & SON, 1243 First National Bank Building, Chicago.



Advertise With a View of Your Plant

You are too close, your customer too far away, to see your plant properly.

We specialize in birdseye views and factory illustrations. Let us make a view that will show your entire plant, its shipping facilities, etc.

Our experience and service guarantee Maximum Satisfaction at Minimum Cost. Write for details to

AD-ART STUDIOS

Producers of Advertising Art
7 Victoria Block Windsor, Ontario

TRANSLATIONS

English into French

Advertising Booklets, Catalogues, Circulars, Posters, Technical Literature

Why not secure expert service at once? It saves time and trouble.

LEON A. ARCHAMBAULT

Apt. 18, 224 Stanley St., MONTREAL, P.Q.
Telephone Uptown 4044

Quality and Service

MULTIGRAPH LETTERS

Best Produced Anywhere

Addressing Folding Mailing

HARRY EDWARDS & SON

E. BENNETT, Manager

152 Bay Street, - - TORONTO

PHONE ADELAIDE 3313

Newspaper Mortality and the Price of Newsprint

By Edward Beck

A PARAGRAPH is going the rounds of the Canadian Press, credited to the Toronto *Globe*, to the effect that the 1919 edition of the *Canadian Newspaper Directory*, recently issued by the A. McKim Limited Advertising Agency, shows a decrease of nine in the number of daily newspapers published in Canada this year, as compared with last and the charge is made that the stoppage of these nine daily newspapers was due to the high price of newsprint paper. Most of the newspapers using the paragraph make it the occasion for a fling at the newsprint manufacturers, who are credited with the desire to put the newspapers out of business, which is absurd, because without the newspapers there could be no newsprint manufacturers. Curiosity led the writer to investigate the statements made in the paragraph referred to.

In a "Summary of Canadian Publications," in the forepart of McKim's 1918 Directory, the number of daily newspapers in Canada is given as 135, but the detailed "List of Daily Papers," printed on pages 311-313 contains the names of only 128 dailies exclusive of Newfoundland, or 133, if Newfoundland is included. The summary in the 1919 Directory gives the total number of daily newspapers as 126, but again there is a discrepancy between this statement and the detailed list, the latter containing the names of 127 dailies. So that, to begin with, the statement that nine Canadian daily newspapers ceased publication in 1918-19 appears to be erroneous, the detailed list in the 1918 book showing 133 against 127 in the 1919 book, or a net loss of six.

In Brantford, Ont., and St. Thomas, Ont., amalgamations or absorptions took place between existing newspapers, while in Calgary, Alberta, Rossland, B.C., Vancouver, B.C., and St. John's, Newfoundland, one daily newspaper in each city went out of existence.

Examining the facts which might explain the disappearance of these six daily newspapers, with a view to finding out whether the high price of newsprint paper was primarily or even remotely responsible, it is found that Brantford, Ont., is a town credited with a population of 28,725, located within an hour or so's distance of Hamilton, and a little farther away from Toronto, whose metropolitan editions reach it on the day of publication. In 1918, Brantford had two dailies, the *Courier*, with an accredited circulation of 4937 copies, and the *Expositor*, with 7743. On the face of it, Brantford is not large enough to support two daily newspapers, if, indeed, the surrounding conditions justify the existence of one. It was surely good business judgment and not merely the price of the relatively small quantity

The Galt Reporter

South Waterloo's only daily paper covers an area in which over 75,000 persons reside.

This prosperous district offers an excellent field for your advertising. Further particulars and rates may be obtained from us or any standard advertising agency.

GALT REPORTER LTD.

GALT, ONT.

Member A.B.C.

PUBLISHERS ADVERTISING MEN

Be sure you are on our list. Do not miss one single copy of our

"QUALITY AND SERVICE"

During the year 1919-1920. Our fourth year of honest endeavour to serve the Trade. Send your name now to

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

Only One Farm Paper in Ontario —The Countryman

WHEN the B. F. Goodrich Co. used only one farm paper in Ontario for Goodrich Tire advertising, that paper was The Canadian Countryman. We regard this as an important tribute to the standing of the Countryman as a medium for reaching the good farmers of the first province in Canada.

More and more the sales and advertising efforts of the leading motor car, tire and accessory manufacturers have been directed to the farm field. An automobile is becoming a business necessity with the great majority of farmers. During the past two or three years a number of the big manufacturers of motor cars have found the larger part of their business has come from the farmer. It naturally follows that the same will be true of the manufacturers of tires and accessories.

According to surveys made by the Ontario Department of Highways only 4% of the automobiles registered in this province in 1913 were owned by farmers, while in 1918 the farmers owned 36%. In this connection it is interesting to note the following figures of automobile registrations for the past six years:

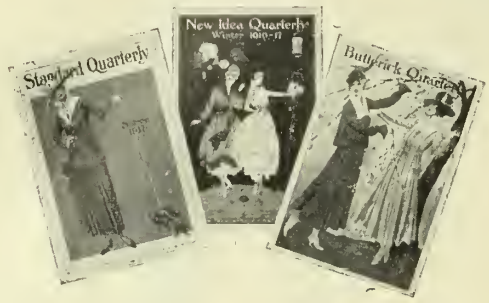
Year	Ontario	Quebec	N.S.	N.B.	P.E.I.	Man.	Sask.	Alta.	B.C.	Total.
1913....	23,700	5,452	511	824	26	5,406	4,659	3,773	6,138	50,489
1914....	31,724	7,413	544	1,260	30	7,001	8,027	4,728	6,668	67,395
1915....	42,346	10,112	971	1,900	35	8,027	10,225	5,832	7,440	86,888
1916....	54,375	15,347	1,728	2,986	50	11,953	15,600	9,703	8,576	120,318
1917....	84,353	21,702	5,678	5,249	301	17,333	32,500	20,800	11,386	199,302
1918....	109,400	28,333	8,103	6,475	481	24,389	39,782	29,500	15,828	262,291

THE CANADIAN COUNTRYMAN

Member A.B.C.

GOODYEAR BUILDING - - - - TORONTO

The Canadian Butterick Quarterlies



ARE NOT

entered as second-class mail matter

are not sold by canvassers

are not subscribed for

are not of general interest

are not bought except by women who intend making further purchases.

DO NOT

accept mail order advertising

do not contain fiction, poems or articles

do not aim to interest women except in the merchandise which stores carry.

ARE

exclusively devoted to the one subject of most interest to most women

are published at the beginning of the four seasons

are sold over the counters of nearly 3000 dry goods and department stores in Canada

are bought by the women customers of these stores as a guide to their purchases

are bought by an average of 80,000 women each issue—seen by many thousands more.

DO

act as a dictator of demand and stimulator of sales for the merchants who sell them

do tie up your publicity directly to the stores which sell your goods

do sell goods advertised in their columns.

If you are not familiar with the CANADIAN BUTTERICK QUARTERLIES let us send you sample copies and figures showing to what extent they reach the best homes in every Canadian town and city. If you are in doubt as to where you can advertise profitably, let us lay all the facts before you.

Forms now Closing for Winter 1919 Issue

on Sale during October, November, December

Manager Advertising - 53 Yonge St., Toronto

of newsprint involved that led to the amalgamation of these two newspapers, which appear in the 1919 Directory, as the *Expositor* with a circulation of 8329 copies, or 1351 less than the combined circulations of both papers formerly.

St. Thomas, Ont., presents a similar situation. Here is a town whose population is officially given as 15,000. (McKim's 1918 book gives it as 18,000 and the 1919 book as 17,000 indicating that it is at least making no growth). It is in close proximity to London, Ont., the home of as good newspapers as there are anywhere in Canada, outside of Toronto and Montreal, and is also easily reached by the Toronto dailies on the day of publication. It has as much need of two newspapers as the ordinary man has of two breakfasts. In the 1918 Directory, the *Times* was credited with a circulation of 6187 and the *Journal* with 4489. In the 1919 book, they appear as the *Times-Journal*, with a combined circulation of 9047, or a net difference of 1629 copies.

Calgary, Alberta, with a population of between 50,000 and 60,000, and surrounded by a sparsley settled country, had three daily newspapers in 1918, at least one too many for a place of that size and so situated to support. The *Canadian* stopped publication, leaving the field to the *Albertan* and the *Herald*. The 1918 Directory gave the *Canadian's* circulation as 15,715 copies, and that of the other two papers combined as 36,665. The 1919 Directory gives the *Albertan* 15,275, and the *Herald* 22,478, or a total of 37,753.

Rossland, B.C., with a population of 3,000, also had a daily newspaper in 1918 called *The Miner*, with a circulation of 1750 copies. This paper ceased as a daily, but is continued as a weekly. It is a venturesome publisher who would undertake a daily newspaper in such a limited field as a town of 3,000 inhabitants, no matter what the price of newsprint.

The Vancouver "daily newspaper" that went to the wall "owing to the high price of paper," is seen by comparing the two directories, to be the *Chinese Reform Gazette*, with a circulation so small as not to find a place in the Directory at all. It, however, seems to have been succeeded by a new Chinese daily called the *Chinese Times*, so that there is no net loss here.

The Montreal newspaper which "suspended," was *La Liberte*, an election sheet of a few months' standing. Its circulation is not given in the Directory. Its demise leaves Montreal to struggle along with only eight daily papers (three English, four French, one Jewish) to its half million or so inhabitants.

In St. John's Newfoundland, the paper which went under was the *Herald*, with a circulation of 5,000 copies, but since there are still four daily papers striving for an existence in that city of 45,000 people, it would not seem that the inhabitants are suffering from any lack of newspapers.

So, figuring it all out, it is seen that the combined circulation of all the daily newspapers of Canada that went out of business during the year and allowing nothing for the increased circulation made possible thereby of those remaining, amounted to but 21,891 copies all told.

Allowing that each of the suspended newspapers when alive, published a

14-page paper every day (a generous allowance because all but one of them were eight-page papers), this combined circulation, rendered into terms of newsprint, would mean about 5,000 pounds, or 2½ tons of paper a day. Newsprint sold around $40 a ton in 1914, so that the daily paper bill for all the suspended newspapers combined would have amounted to but $100 a day at that time. Since 1914, paper has sold at from $12 to $69 a ton. Allowing that the newspapers in question were obliged to pay the maximum price of $69 for their newsprint, their total outlay on that account would amount to $172.50 a day, or exactly $72.50 a day more than they were paying before the price was increased. Pro rated between the six defunct newspapers this would be an additional charge to each of them of approximately $12 a day, which represents the difference between existence and non-existence of these newspapers to those who hold the theory that they were crowded to the wall by the excessive price of paper!

The theory is, of course, absurd, as every intelligent newspaper man is aware. Newspapers in Canada fail, when they do fail, for reasons quite apart from the price of newsprint paper, which, in reality, affects them but little. They fail because they are published in communities insufficient in size to give them adequate support. They fail because their fields are already over-crowded. They fail because their publishers are lacking in business acumen. They fail because they do not supply an essential need to the communities they are supposed to serve.

The manufacturers of newsprint paper certainly should not be accused of killing off the daily newspapers. Their own business depends upon keeping the newspapers alive and creating more of them. If the truth were known, many a struggling daily newspaper in Canada to-day would have gone under long ago had it not been for the credit extended to it and the tolerance of the concerns from whom they obtain their newsprint.

Furthermore, a reference to the directories also shows that while a few small and unimportant dailies stopped publication in the period under review, most of the remaining newspapers enjoyed greater prosperity as is evidenced by increased circulation at an advanced price and by increased advertising patronage at higher rates. It shows that the number of weekly publications

70 per cent. Own Their Own Homes

Kitchener is a city of Home Owners and solid citizens. About 70 per cent. of the residents own their own homes, and the average standard of houses is exceptionally high. Shacks or slums are unknown. The people are busy, prosperous and thrifty. They can afford to buy not only the necessities of life, but the comforts as well, but they must first be convinced of the worth and value of the article. The most thorough and economical way to do that is through the

KITCHENER NEWS RECORD

Kitchener's Leading Daily. *A.B.C. Circulation*

"We point with pride"—

ONE of our clients has just furnished us with the following figures relative to the results of our advertising for them:—

Sales Increase,	1st month	8	per cent.
" "	2nd "	26	"
" "	3rd "	32	"

over the corresponding month last year. They had advertised before, but not through us.

Federal Advertising Agency

T. H. YULL, Director
LONDON, - CANADA

MORE FLOOR SPACE—LESS FIRE RISK

DENNISTEEL Shelving takes proper care of stock, preventing waste and spoilage through careless handling, and saving time in finding the article required.

It provides 25% more storage capacity than wood, saving valuable floor space. In stock-taking, everything is simple and quick—the stock is properly kept. DENNISTEEL Shelving is adjustable to requirements, will carry heavy loads, is vermin and rodent proof, will not crack, split, rot or warp, is FIREPROOF, reasonable in cost and lasts a lifetime. Easily erected or dismantled with the aid of a screwdriver.

Write for Folders on
Steel Shelving, Steel Lockers, Steel Cabinets, Etc.

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

DENNISTEEL *Made in Canada*

Halifax Montreal Ottawa Toronto Hamilton Winnipeg Calgary Vancouver

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Eastern Representative: WILLIAM F. HARRISON, 609 Lumsden Bldg., Toronto

increased from 1018 to 1073, the bi-weeklies from 8 to 11, the monthlies from 228 to 246 and that the total number of periodicals of all descriptioas had advanced from 1490 in 1918 to 1552 in 1919, or a net increase of 62, which is clear proof that the price of paper is not and never has been ruinous to the publishing industry of Canada

Some of the newspapers are much given to decrying their own business which is neither a dignified nor a becoming proceeding. It inspires neither confidence nor respect. If a newspaper is published on a business basis and conducted by sound methods there is no reason why its affairs should be any more hazardous than those of any other commerical enterprise. It is only when publishers come to regard themselves as a cross between an eleemosynary institution and a public benevolence and ask for support on other than strictly business grounds that they claim considerations not accorded to other businesses.

As a matter of fact the touting of their poverty by a large section of the newspaper press doesn't accord with the known facts. There have been fewer newspaper failures in Canada during the past ten years than in any other line of comparable commercial business. And, finally, the price of newsprint has had as much to do with such failures as there have been as has the price of gooseberries.

* * *

(Continued from page 279)

Canada, publish a house organ, indicates that it is not yet a common form of advertising.

If one firm in a particular line of business is publishing a successful house organ, the wisdom of a competing firm bringing out a house organ going to the same people, is questionable. The only way this can be done profitably is to make the second house organ so much better than the first that it will be in a class by itself. However, it would seem to be the soundest business strategy to be the first firm in your line to publish a house organ, and to do it so well that no competitor will care to enter the field with a second house organ going to the same readers.

These general observations may perhaps be most useful if read over again in connection with the article that will follow next month, which will review a number of the most representative house organs, and give the experience and opinions of their editors regarding policy and methods, as well as their value to the firms by whom they are published.

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

WE SPECIALIZE IN

FOLDING BOXES
CONFECTIONERY BOXES MAILING TUBES
ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL

Quality and Service

Dominion Paper Box Co., Ltd.

TORONTO, Ont.

"In a Business-like Manner"

The extract below is from a letter received from a young business man whose father's estate this Company administered:

"I congratulate you on the manner in which you are handling my father's estate. When I first learned of The Canada Trust Company having been made Executors under my father's will, I was prejudiced against Trust Companies, but your methods of looking after the business of the estate have completely altered my opinion. All matters have been attended to with the least delay and in a most business-like manner, and I am now more than pleased that my father, with his usual foresight, placed the estate in your hands."

The Canada Trust Company has highly organized departments for every branch of trust service—investing money, collecting interest and rents, handling Real Estate and keeping accurate accounts, etc.—which will procure for your Estate expert attention at minimum cost.

Your Will is too important a document to be carelessly drawn up. We advise all who desire to name this Company as Executor to have their Wills prepared by a skillful, trustworthy lawyer

Without cost or obligation to you, our Estates Manager will be glad to have you call and discuss the service we can render your Estate.

THE CANADA TRUST COMPANY

Managed in connection with the Huron & Erie Mortgage Corporation

LONDON (Two Branches) ST. THOMAS WINDSOR

T. G. Meredith, K.C., *President* Hume Cronyn, *General Manager*

These two advertisements are typical of the copy used by The Huron & Erie Mortgage Corporation and The Canada Trust Company, both of London, Ont., with branches in St. Thomas, Windsor, Winnipeg, Regina and Edmonton, and a new branch shortly to be opened in Toronto. By steady, year-in-year-out advertising in newspapers, ably supplemented by vigorous well-followed up direct by mail campaigns, these two companies have been able to achieve phenominal growth in the last few years and to-day occupy a most enviable position in the financial world, as shown by steady increases in assets, in these case of the Huron & Erie from $8,087,-750, in 1903 to $18,207,750 in 1918, and those of the Canada Trust Co., from $357,179 in 1901 to $9,910,267 in 1918. The advertising of both Companies is prepared and placed by the Federal Advertising Agency of London.

"The Soil—the Basis of All Wealth"

"I Am Through With Mortgages and Trouble!"

One of our Debenture-holders recently remarked "I am through with mortgages and trouble I prefer your simplified form of investment"

You have $100 or more for investment You place it in The Huron & Erie Debenture Department A Debenture is immediately written and handed you or mailed Your money at once commences to earn

5½%

per annum, payable half-yearly

Interest coupons are affixed to Debentures When interest is due you clip a coupon This can either be cashed or deposited in your Savings Account Terms are optional—2, 3, 4 or 5 years

Assets of $18,207,000 provide ample protection.

Huron & Erie Debenture-holders are spared the worries encountered in mortgage investments, such as

(1) Loss of interest while waiting for satisfactory investments.
(2) The difficulty of securing dependable valuations
(3) The uncertainty about principal and interest payments being met when due
(4) Reduction in income due to repayments on account of principal, too small to re invest

5½% and simplicity make Huron & Erie Debentures a profitable investment

Persons desiring to safely invest their Savings—which may now be earning a small rate of interest—are invited to ask for information about our Debentures

THE Huron & Erie

Older than the Dominion of Canada

St. Thomas Branch

112 Talbot Street S. C. McCORKELL Manager

T. G. MEREDITH K.C. President HUME CRONYN General Manager

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by specially qualified Auditors. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete audited report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 26,916
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Brantford, Ont., EXPOSITOR (E) 9,570
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,266
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 43,197
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE DROIT (E) 9,174
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000.

St. Thomas, Ont., TIMES-JOURNAL (E) 9,227
Only daily in St. Thomas or Elgin County, and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 6,833
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 29,009
April net paid 39,299. A select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,135
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

INSIST ON CANADIAN-MADE PAPERS

The "R SHIELD" watermark guarantees "Rolland Quality"

CANADA'S LEADING WATERMARK

In Bond, Writing and Ledger Papers, the "R Shield" Watermark is your guarantee of Superior quality

Superfine Linen Record — Empire Linen Bond
Earnscliffe Linen Bond — Colonial Bond
Mount Royal Bond

Ask your printer

The ROLLAND PAPER COMPANY, LIMITED

High Grade Paper Makers since 1882

Montreal, Que. Mills at St. Jerome, P. Q., Mont Rolland, P. Q.

The Market Place of Central Canada

THE "MARKET PLACE" has been, since the earliest days, the place where one naturally turns when wishing to buy, or to sell anything. Ottawa, the picturesque Capital of Canada, is the ideal "Market Place" of the seventeen Eastern Counties of Ontario, known as the Great Central Dairy Belt, and a large section of the great neighboring province of Quebec finds, in Ottawa, it's logical Market Place.

Ottawa is ever the cynosure of Canada's eyes. Here the laws of the Dominion are made. Financiers and the representatives of "Big Business"; Parliamentarians and Canadians from every corner of this Canada of ours constantly flock to Ottawa —the "Market Place" of the Nation.

Big Money is spent in Ottawa. It's huge Government pay-roll; it's Railway and it's Manufacturing Industries—(perhaps the greatest in all the world)—and the unparalleled Agricultural Districts, stretching out upon every side, make Ottawa a city of Unbeatable Opportunity for the Advertiser.

Surrounded by well tilled farms, stocked with high bred cattle; operated by the most successful and prosperous farmers in the whole Dominion, the "Market Place" of Central Canada is a logical and compelling attraction for the far-seeing Advertiser.

"Tell it" in the "Market Place"

Through Advertising in the

Ottawa Daily Newspapers

The Journal
Dailies

Ottawa, Canada

The Citizen
Dailies

You may not
Have the money
And the landlord
Is just coming
Round the corner;
Or your trustful tailor
Is becoming too persistent,
Or the flivver
Needs re-tiring,
And then
Some philanthropist
Pops up
And hands you
A hundred
In cold cash—
Just like that.
And all you had done
To deserve such
Punishment
Was to write an "ad,"
Although
It must be admitted
It was a real "ad,"
Carrying a message
Quite enthusiastic
To the men
Of Great Britain,
United States and
Canada,
Who make things
And—
Sell them,
In that "ad" were facts
Garbed in forceful
Language,
Driving home
The outstanding
Advantages
Of Everywoman's World,
Unquestionably
Canada's Greatest
Magazine
And Advertising
Medium.
And on receiving
The aforesaid
Cold hundred
In the words
Of Briggs
"Aint it
A grand and
Glorious feeling."

Here's That Hundred For You!—

In all—**$250.00** in Cash Prizes for the Best Four Advertisements on

EVERYWOMAN'S WORLD

CANADA'S GREATEST MAGAZINE

To you who write copy, sell or buy space, here's a chance to earn an extra hundred, seventy-five, fifty or twenty-five—just for putting your ideas of the best selling argument for EVERYWOMAN'S WORLD in the form of an ad.

First Prize **$100** in cash
Second Prize **$75** in cash
Third " **$50** "
Fourth " **$25** "

THE SIMPLE CONDITIONS.

No art work necessary—only copy and lay-out are required.

"Ad" is to be size for full page in this publication.

No one is barred but our own employees and their immediate families.

Entries must be in by October first at five p.m., when contest closes.

Any contestant can make as many entries as desired—but can only win one prize.

Announcement of winners will be made in the October issue of this publication.

The judges will be the members of the Directorate of EVERYWOMAN'S WORLD, whose decision will be final in all respects.

All available data and information, and the current promotion matter of the publication, will be gladly furnished to contestants who write asking for same. Remember the closing date—October 1st, 5 p.m.

Shall we send you the Cheque for the Hundred?

Continental Publishing Co. Limited
Toronto - - Canada

Consider Them As an Investment

Consider these new "Office Specialty" Counter Height Filing Sections in the light of an investment that pays you real dividends in actual money saved.

In the first place "Office Specialty" Counter Height Filing Sections serve all the purposes of high-grade filing cabinets. And in addition they combine the function of an office counter. That's where your first dividend comes in—you save, in first cost, the price of a counter.

On top of this there's your dollar-and-cents saving represented by the floor space conserved. And at the prevailing rate of rentals this saving means quite a repectable figure on your bank balance.

COUNTER HEIGHT SECTIONS

If this were all the service these Counter Height Filing Sections performed you would even then be getting double value for your money.

But they do more.

They act as department divisions in an office when stacked together as shown in the illustration.

Any record in his department is available to the executive in half the time it would take the filing clerk to walk to the filing room.

So besides the known savings they effect in space —and consequently money—they enable your clerks to get papers and records for you quickly—they save your time and the time and energy of your staff.

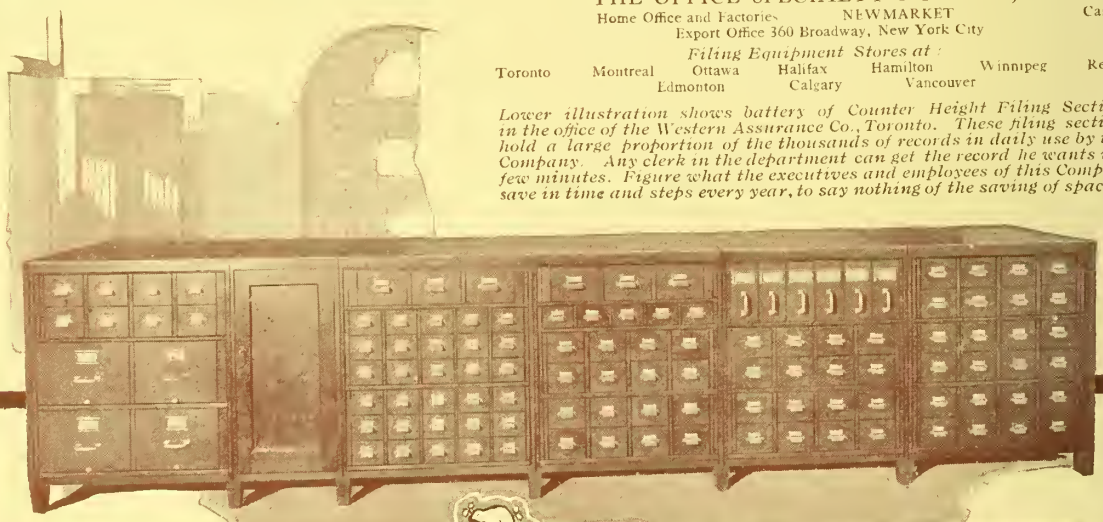
Tell your stenographer to type a memo today for descriptive folder "The Conservation of Space in Your Office." It's free.

958

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office and Factories NEWMARKET Canada
Export Office 360 Broadway, New York City

Filing Equipment Stores at:
Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina
Edmonton Calgary Vancouver

Lower illustration shows battery of Counter Height Filing Sections in the office of the Western Assurance Co., Toronto. These filing sections hold a large proportion of the thousands of records in daily use by this Company. Any clerk in the department can get the record he wants in a few minutes. Figure what the executives and employees of this Company save in time and steps every year, to say nothing of the saving of space.



OFFICE SPECIALTY FILING SYSTEMS

LABOR SAVING OFFICE DEVICES "Y and E" TIME IS MONEY

Marketing
and Business Management

Edited by
W.A.Lydiatt

Helping to Beat the Path

Emerson overlooked one thing when he observed that "if a man can write a better book, preach a better sermon, or make a better mousetrap than his neighbour, the world will make a beaten path to his door."

Can a man live and wait long enough for the world to discover the virtue of his product? Both he and the world would profit the sooner if advertising brought them together.

How the story should be told; how much should be spent in the telling, and a dozen questions of equally vital import should be most carefully discussed with the advertising agency with the widest experience and the most successful record.

Address nearest office

A. McKIM, LIMITED

Advertising Agency,

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a Copy

SEPTEMBER 1919

$2.00 a year

A Complete Organization

THE H. K. McCANN COMPANY, LIMITED, is a complete Canadian advertising agency organization. In every branch of agency work—investigation and research, space buying, planning, copy, art production, checking, accounting and billing—we are organized for quick effective service.

This organization has been created to give what we term "McCann Service" to our clients, whose problems and appropriations have increased as advertising has demonstrated its effectiveness in their business.

We are successfully handling every type of advertising and sales promotion work for our clients, and producing material which is frequently commented on favorably by contemporaries.

It is one of our rules to handle only non-competing accounts so that each client receives the full benefit of all our knowledge and information in his problems. We are so organized that we can instantly devote to any client the entire energies of the whole organization.

Among the products which we advertise are the following:—Automobile and tractor lubricants, petroleum lubricants for automobiles, tractors and industries, asphalt, oil cook stoves and heaters, clay pipe, batteries and flash-lights, milk, cocoa and coffee, face powders, perfumes and toilet preparations, vaseline and a laxative cure.

We are now able to give "McCann Service" to two or three additional clients. If your products do not compete with the above and you are prepared to discuss advertising we will be glad to talk advertising with you.

One or more of our executives will meet you when and where you say, and without obligation.

THE H. K. McCANN COMPANY, LIMITED

Advertising

56 Church Street, Toronto

NEW YORK SAN FRANCISCO CLEVELAND MONTREAL

TRUTH WELL TOLD

Use COLOR For Run-of-Paper Advertising in MACLEAN'S MAGAZINE

The use of Color on run-of-paper advertisements in Canada's greatest advertising medium, MACLEAN'S MAGAZINE, will make your Canadian campaigns still more effective and profitable.

This color advertising, in standard inks, will supply a strong foundation for regular cover advertising in process colors.

And you can use color advertisements

Twice a Month

Beginning February 1st 1920

After that date MACLEAN'S MAGAZINE will be published on the first and 15th of each month. All this means greater timeliness, maximum service, and more powerful advertising.

The type page remains the same size—9⅜ x 12½ inches. Upon request we will supply necessary information regarding run-of-paper advertising in color.

COVER ADVERTISING

Write for open dates on cover advertising in 2, 3 and 4 colors, process inks, in MACLEAN'S MAGAZINE for 1920. This information should be in your files for ready reference.

Make your reservations now for 1920 color advertising.

Member Audit Bureau of Circulations

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

The MACLEAN PUBLISHING CO., LIMITED, 143 University Ave., Toronto, Canada

Covers Farm and Rural Canada

TO the manufacturer who is looking ahead for a large market close at hand, rural and farming Canada offers an interesting proposition. In the farming districts particularly, money is plentiful and business never was better. If your merchandise is distributed throughout the small towns and farming districts, grocery stores, drug stores, general stores, etc., in Canada, you need only the assistance of THE FAMILY HERALD and WEEKLY STAR to secure quick and satisfactory sales.

This publication has a circulation exceeding 150,000 copies, distributed through over 97 per cent. of the post offices of the Dominion. Unquestionably the leading weekly publication received in the homes from coast to coast, among the rural and farming classes who are thrifty and well to do.

THE FAMILY HERALD and WEEKLY STAR is now printed on a new flat size, making it at once the dominant advertising medium to reach the farming and rural districts of English-speaking Canada, at one moderate cost.

Two Magazines in One

One section of THE FAMILY HERALD and WEEKLY STAR is devoted to matters of home interest that attract attention of the women and children.

The other section is devoted to farm and agricultural interests, a diversified adjustment of the departments which at once makes THE FAMILY HERALD and WEEKLY STAR the leading farm and home publication in the Dominion of Canada.

Member of A.B.C.

If you are planning to extend your advertising during the Fall and Winter months in the farming districts of Canada you should have before you the latest facts and figures regarding THE FAMILY HERALD and WEEKLY STAR—its distribution and the field it covers, together with specimen copy of the new flat size and form of the publication.

Announcing a Change in Rate:

Effective October 1st, 1919, the rate for display advertising in THE FAMILY HERALD and WEEKLY STAR will be 40 cents per agate line for the entire Dominion circulation, exceeding 150,000 each issue; or for those who for any special reason prefer to use the Eastern or Western Edition only, a special rate of 25 cents per line will be made for each, as announced July 1st, 1919. New and renewal contracts can be made up to September 30th, 1919, at the present tariff.

For latest certified analysis and other information address:
Advertising Manager, Montreal, Canada.

FAMILY HERALD AND WEEKLY STAR

Canada's National Farm and Rural . Home Journal .

ESTABLISHED 1870

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 9 TORONTO, CANADA SEPTEMBER, 1919

CONDENSED LIST OF CANADA'S PRINCIPLE DAILY NEWSPAPERS

With latest circulation figures and correct advertising rates, compiled by MARKETING for the convenience of its readers in making up Fall and Winter schedule

WHAT changes have occurred in the advertising rates of Canadian daily newspapers in the last six months? How much will we have to pay for space this Fall and Winter? How are circulations holding up, now that the war is over?

These are questions which advertisers are asking—and in the accompanying condensed list of the principle Canadian daily newspapers, MARKETING has sought the answer.

This compilation of data will, we believe, be of service to many advertisers and advertising agents in connection with advertising plans which will be discussed this Fall. Comparison with the figures published in the 1919 *Lydiatt's Book* shows that circulations are holding their own, and that advertising rates are *not* going up to any alarming extent.

Only the principal dailies are listed below. Some omissions are due to the fact that publisher did not respond to repeated requests for information. Unusual care has been taken in compiling and checking the figures which may be relied upon as accurate.

The circulation figures quoted are the average for the *Month of July*, 1919, as stated by the publisher—excepting those marked (**) which are from publisher's latest A.B.C. statement, and those marked (x) which, together with rates quoted, are from the 1919 *Lydiatt's Book*.

Newspapers marked (*) are members of the Audit Bureau of Circulations, those not so marked being conspicuous because they are so greatly in the minority. Circulation records of all A.B.C. members are, of course, subject to annual audit..

The advertising rates quoted are those in effect this Fall for commercial display advertising, run of paper, when advertisements are furnished in plate form. Many dailies, particularly in the smaller cities, make an extra charge when typesetting is required. For uniformity's sake, rates are "per inch" (14 agate lines to the inch.) Extra charge is also made where special position is specified. In some cases increased rates effective now for all new contracts, do not take effect in the case of old advertiser's renewing contracts, for a few months. Other dailies expect to issue new rates cards shortly, but the increases had not been announced at the time of going to press.

Similar data regarding all the magazines and farm journals in Canada is being compiled for publication in October MARKETING. Much more complete data regarding all publications, with a wealth of other information of value to every advertiser, will be available a few months hence in the 1920 (seventh annual edition) *Lydiatt's Book*. —"What's What in Canadian Advertising."

Name of Paper	City	Circulation			Advertising Rate, Per Inch			
		Net Paid		Total Incl'd'g Unpaid				
		City	Sub'n. & Country		Trans.	1,000 L. Contract	5,000 L. Contract	10,000 L. Contract
Alberta					$ c.	$ c.	$ c.	$ c.
*Albertan ..... M.	Calgary, Alta	..	..	15,619	.56	.56	.56	.56
*Herald ..... E.	Calgary, Alta.	15,116	11,188	27,233	.84	.84	.84	.84
*Bulletin ..... M. & E.	Edmonton, Alta.	5,451	6,263	12,576**	.56	.56	.56	.56
*Journal ..... E.	Edmonton, Alta.	12,736	6,153	19,667	.70	.70	.70	.70
*Herald ..... E.	Lethbridge, Alta.	2,450	3,007	5,457	.28	.28	.28	.28
*News ..... E.	Medicine Hat	2,090	665	2,755	.25	.17½	.17½	.17½
British Columbia								
Free Press ..... E.	Nanaimo, B.C.	..	..	2,000x	.25	.23	.21	.21
Herald ..... M.	Nanaimo, B.C.	..	..	2,300	.25	.21	.21	.21
*News ..... M.	Nelson, B.C.	1,008	4,071	5,079	.28	.28	.28	.28
News ..... E	Prince Rupert, B.C.	933	492	1,487	.75	.25	.25	.25
*Province ..... E.	Vancouver, B.	25,309	31,911	58,674**	1.68	1.26	1.12	.98
*Sun ..... M.	Vancouver, B.C.	12,385	10,555	23,755	.63	.63	.63	.63
*World ..... E.	Vancouver, B.C.	..	..	20,349	..	.98	.70	.63
*Colonist ..... M.	Victoria, B.C.	7,717	2,615	10,332	1.10	.56	.56	.56
*Times ..... E.	Victoria, B.C.	8,395	1,511	10,122	.42	.42	.42	.42
Manitoba								
Sun ..... E.	Brandon, Man.	..	..	4,760	.28	.28	.28	.28
*Free Press ..... M. & E.	Winnipeg, Man.	35,047	37,336	72,383	1.40	1.40	1.40	1.40
*Telegram ..... E.	Winnipeg, Man.	12,523	19,591	32,114	.84	.84	.84	.84
*Tribune ..... M. & E.	Winnipeg, Man.	21,897	14,526	37,891	.91	.91	.91	.91

CONDENSED LIST OF CANADA'S PRINCIPLE DAILY NEWSPAPERS—*Continued*

Name of Paper	City	Circulation			Advertising Rates, Per Inch			
		Net Paid		Total Incl'd'g Unpaid				
		City	Sub'n. & Country		Trans.	1,000 L. Contract	5,000 L. Contract	10,000 L. Contract
New Brunswick								
Gleaner.....E.	Fredericton, N.B..	..	..	6,000x	.45	.40	.33	.24
Mail.....E.	Fredericton, N.B..	650	900	1,550	..	.28	.21	.10
Times.....M.	Moncton, N.B.....	1,324	2,277	3,678	.28	.21	.14	.14
Transcript.....E.	Moncton, N.B.....	2,517	1,408	4,008	.20	.20	.13⅓	.13
Standard.....M.	St. John, N.B.....	2,600	10,604	14,286	1.40	.42	.42	.42
*Telegraph-Times-Star M.&E.	St. John, N.B.....	17,890	11,146	29,036	.70	.70	.70	.70
Nova Scotia								
News.....E.	Amherst, N.S.....	1,600	325	1,925	.25	.12	.12	.12
Gazette.....E.	Glace Bay, N.S.....	3,249	2,668	5,976	.35	.20	.18	.17
*Chronicle & Echo.M. & E.	Halifax, N.S.....	6,926	13,096	26,413	b 1.26	.98	.84	.84
*Herald & Mail...M. & E.	Halifax, N.S.....	14,509	13,479	28,613*	b 1.05	1.05	1.05	1.05
News.....E.	New Glasgow, N.S..	1,200	2,000	3,200	.50	.20	.15	.15
*Post.....M. & E.	Sydney, N.S.....	2,692	3,566	6,498**	.70	.21	.21	.21
Record.....E.	Sydney, N.S.....	2,610	1,816	4,426x	.70	.14	.14	.14
News.....E.	Truro, N.S.....	1,000	185	1,185	.23	.13	.09	.07
Post.....E.	Yarmouth, N.S.....	..	..	726x	.25	.13	.11	.07
Ontario								
*Expositor.....E.	Brantford, Ont.....	6,607	2,786	9,393	.56	.42	.35	.35
News.....E.	Chatham, Ont.....	1,539	973	2,655x	.28	.19	.17½	.12¼
Planet.....E.	Chatham, Ont.....	1,900	500	2,600x	.28	.19	.14	.12¼
Nugget.....E	Cobalt.....	..	..	5,728	.24½	.24½	.24½	.24½
Times-Journal.....E.	Fort William, Ont..	4,350	974	5,324	.49	.28	.28	.28
*Reporter.....E.	Galt, Ont.....	2,749	1,256	4,335	.35	.27	.20	.16
Herald.....E.	Guelph, Ont.....	2,610	655	3,265	.42	.14	.10	.09
*Mercury.....E.	Guelph, Ont.....	3,067	531	3,598	.42	.28	.17½	.14
Herald.....E	Hamilton, Ont.....	13,000	6,209	19,209	1.40	.63	.56	.56
*Spectator.....E.	Hamilton, Ont.....	21,592	8,320	30,770**	2.10	.91	.84	.84
Times.....E.	Hamilton, Ont.....	..	..	11,200x	1.40	.49	.42	.42
*British Whig.....E.	Kingston, Ont.....	3,533	2,250	6,164	.56	.42	.28	.28
Standard.....E.	Kingston, Ont.....	3,133	2,268	5,401	.42	.31½	.24½	.21
*News-Record.....E.	Kitchener, Ont.....	3,593	397	3,990	..	.28	.24½	.17½
Post.....E.	Lindsay, Ont.....	1,250	773	2,023	.35	.20	.11	.10
Warder.....E.	Lindsay, Ont.....	1,000	1,435	2,435	.25	.12	.10	.10
*Advertiser.....M. & E.	London, Ont.....	6,220	34,918	42,010	1.40	.98	.70	.70
*Free Press.....M. & E.	London, Ont.....	10,329	31,485	41,814	1.68	1.12	.91	.84
Review.....E.	Niagara Falls, Ont..	2,700	500	3,200	.35	.22	.18	.13
*Citizen.....M. & E.	Ottawa, Ont.....	20,511	8,500	29,011	2.10	.84	.84	.84
*Le Droit.....M.	Ottawa, Ont.....	2,957	6,206	9,163	.70	.63	.49	.35
*Journal Dailies...M. & E.	Ottawa, Ont.....	13,494	9,172	23,631**	..	.84	.84	.84
*Examiner.....E.	Peterborough, Ont..	4,540	1,278	6,050	.38	.31	.24	.21
Review.....E.	Peterborough, Ont..	2,550	1,230	3,780	.35	.20	.18	.14
News-Chronicle.....E.	Port Arthur, Ont....	2,866	1,578	4,444	.28	.28	.28	.28
*Standard.....E.	St. Catharines, Ont..	4,864	2,952	7,816	.42	.38½	.31½	.28
*Star.....E.	Sault Ste. Marie, Ont.	3,587	743	4,417**	.35	.35	.21	.21
*Herald.....E.	Stratford, Ont.....	1,614	1,204	3,271**	.35	.28	.21	.14
*Globe.....M.	Toronto, Ont.....	21,847	65,460	88,870	3.50	2.10	1.82	1.82
*Mail & Empire.....M.	Toronto, Ont.....	28,876	45,000	76,355	3.50	2.10	1.82	1.54
*Star.....E.	Toronto, Ont.....	50,281	35,876	87,270**	3.50	2.10	1.82	1.82
*Telegram.....E.	Toronto, Ont.....	85,814	4,035	91,336	3.50	2.10	1.82	1.82
*World.....M.	Toronto, Ont.....	22,267	12,458	34,725	2.80	1.40	1.12	.84
*Border Cities Star.....E.	Windsor, Ont.....	9,458	3,078	13,044	.49	.49	.49	.49
Sentinel-Review.....E.	Woodstock, Ont....	3,393	2,481	5,874	..	.42	21.	..
Prince Edward Island								
*Guardian.....M. & E.	Charlottetown, P.E.I	1,100	7,949	9,049	1.40	.70	.28	.28
Quebec								
*Le Canada.....M.	Montreal, P.Q.....	9,300	3,800	13,100	2.10	1.26	.84	.70
*Le Devoir.....E.	Montreal, P.Q.....	6,154	9,427	16,625**	..	1.12	.84	.77
*Gazette.....M.	Montreal, P.Q.....	24,858	7,325	32,931**	3.50	1.54	1.12	.98
*Herald.....E.	Montreal, P.Q.....	11,808	5,282	18,305**	..	.70	.70	.70
*La Patrie.....E.	Montreal, P.Q.....	18,103	18,539	36,642	2.10	1.26	.98	.91
*La Presse.....E.	Montreal. P.Q.....	74,407	50,500	126,893**	2.80	1.96	1.68	1.54
*Star.....E.	Montreal, P.Q.....	76,504	34,673	113,862	2.80	1.96	1.68	1.54
Chronicle.....M.	Quebec, P.Q.....	..	..	14,600	..	.70	.42	.28
Telegraph.....E.	Quebec, P.Q.....	7,680	3,522	11,202	2.10	.70	.42	.28
L'Evenement.....E.	Quebec, P.Q.....	7,200	11,343	18,543	.42	.42	.42	.42
*Le Soliel.....E.	Quebec, P.Q.....	18,848	20,508	41,462**	.70	.70	.70	.70
*Record.....E.	Sherbrooke, P.Q....	2,104	8,174	10,278	.70	.56	.42	.38½
*La Tribune.....E.	Sherbrooke, P.Q...	2,613	7,258	9,871	.42	.42	.42	.35
Saskatchewan								
*News.....E.	Moose Jaw, Sask....	2,773	3,407	6,555	.98	.35	.35	.35
*Times.....E.	Moose Jaw, Sask....	2,713	4,039	7,101x	.35	.35	.35	.35
Herald.....E.	Prince Albert, Sask.	1,367	1,265	2,773	.28	..	..	.24½
*Leader.....M.	Regina, Sask.....	5,766	14,732	20,806	.70	.70	.70	.70
*Post.....E.	Regina, Sask.....	5,577	7,183	13,222**	.56	.56	.56	.56
*Star.....E.	Saskatoon, Sask....	6,253	19,503	25,756	.84	.77	.77	.77

WHY WE PUBLISH A HOUSE ORGAN

Canadian firms publishing house organs tell why they were started, and why they are continued. Second of a series of articles.

Written for MARKETING by W. J. HEALY

PROBABLY no five-year period within the memory of the present generation has brought about as many changes in the publishing and advertising business as the years between 1914 and the present time.

The increase in the cost of every kind of printed matter has continued without a check. Many kinds of advertising which flourished in pre-war days have been unable to survive the rising tide of costs, and the more searching investigations as to their profitableness that have resulted.

Advertising men, methods and media have had to undergo test and trial as to their fitness to survive the changing conditions. And it seems reasonable to assume that those that have justified their existence and proven their usefulness in the past few years have done so strictly on their merits and their ability to produce results that make a definite showing on the balance sheets.

If this is so, the present seems to be an especially appropriate time to investigate the house organ situation in Canada,—to see how this particular kind of advertising has fared during these past five years, and what are its future possibilities.

As the first step in this investigation, a letter was sent to the editor of every Canadian house organ of which the writer had any record, asking for a general opinion as to the value of this particular form of advertising in comparison with others,—also asking for answers to the following specific questions:

With what object was your house organ started?

To what extent do you consider these objects have been accomplished?

Do you find it necessary to spend more money on your house organ each year, to hold the interest of your readers?

How is it regarded by your salesmen or agents?

In what way do you consider it is most valuable to your firm?

Of thirty-seven house organ editors to whom this letter and list of questions were sent, thirty-one replied, and twenty or more went into the matter very fully,—giving not only their own opinion and that of their firm regarding the house organ, but in a number of cases giving detailed results that could be traced directly to it.

Some of the editors seemed inclined to write rather modestly of their own efforts, others apparently did not care to let the general advertising public into the inner workings of their house organ plans. But the important point is that the twenty or more publications whose editors were good enough to send full and interesting details, include most of the more important and better known Canadian house organs.

In choosing the letters from which the following quotations are made, the object has been to select those that best illustrate the purpose that the house organ serves in the various lines of business represented. Quotations were arranged in the order in which the letters were received.

"MASSEY-HARRIS ILLUSTRATED" (Six issues yearly, 16 pages and two-color cover, size 7½ by 10⅝, goes to consumers). F. W. Hunt, Editor, writes:

"This publication has been issued in substantially its present form for 23 years, and previous to that time it had appeared in somewhat different style for about 10 years.

"Its primary object is to assist in the sale of our implements, and in addition to this, it is intended to create good will in the minds of its recipients. We make no effort to trace direct returns, but we have been assured time and time again that this magazine is helpful in creating sales.

"We strive from time to time to introduce new features into this publication and make it more attractive. In fact we have seriously considered making it a monthly and adding considerably to its size."

"IMPERIAL LIFE-GUARD" (Published quarterly, 32 pages and four-color cover, size 5¼ by 7¼, goes to all agents and policy holders). Clifford Elvins, Editor, and Advertising Manager of The Imperial Life Assurance Company, Toronto, writes:

"'The Imperial Life-Guard' is published once each quarter and mailed direct to all our English speaking policy holders on the first of March, June, September and December. The last issue was an edition of 36,000 and the circulation of the magazine is increasing at the rate of from 1,500 to 2,000 per issue, but of course this increase will accelerate as time goes on.

"The magazine was launched with two objects in mind. In the first place, one of the most unsatisfactory conditions we have to meet with in the life insurance business is the large waste from lapses, or surrendered business,—a condition which counteracts, to a large extent, the good will which a company must build up if it is to progress satisfactorily.

"When a person terminates a life insurance policy, irrespective of the cause for his dropping out, he is more or less disgruntled with his experience and therefore becomes a negative influence towards the institution in which he was insured, as well as towards life insurance as a whole. Consequently, any substantial decrease in the amount of a company's preventable terminations is decidedly worth while.

"We thought, therefore, that if we could, in an interesting, human way, keep alive the thoughts and arguments which sold them insurance in the first instance, we could, to a large extent, prevent our policyholders from growing weary in well doing.

"In the second place, life insurance companies, as organized in Canada, are in reality co-operative institutions in which every profit-sharing policyholder is virtually a partner. This is a condition which is not appreciated by those outside of the ranks of the insurance companies. We felt that if we did make our policyholders appreciate the fact that they were directly interested in the upbuilding of The Imperial Life, we would be able to exert an enormous amount of influence from those many thousands of policyholders.

"It is not possible to trace direct returns from life insurance advertising, at least any advertising which has heretofore been done by life insurance companies. Every application is secured only through personal solicitation. Nevertheless our business has been increasing during the past four or five years more rapidly than the most optimistic of us would have anticipated. We believe a considerable amount of this success is due to the goodwill which the company has been building up by reason of a comparatively aggressive advertising campaign.

"The magazine seems to be universally popular not only with our sales force, but also with our policy holders. We have received many favorable comments with respect to it, and so far not a single criticism."

"NATIONAL DRUG NEWS" (Monthly, 20 to 28 pages and two-color cover, size 6 by 9, goes to dealers). E. G. Brewer, Editor and Advertising Manager of the National Drug and Chemical Company, Limited, Montreal, writes:

"Our house organ is published to create greater interest in the company and its products, among the retail trade. We feel that it has fully accomplished the objects for which it was started. It is enthusiastically regarded by salesmen and dealers, and is valuable as a means of keeping our various lines and our business policy before the trade."

"TOOKE TALK" (Published 7 to 10 times a year, 12 pages and cover, two colors throughout, size 6 by 9, goes to dealers).

F. C. Wolever, Sales Manager, Tooke Bros. Limited, Montreal, writes:—

"This little magazine is published from seven to ten times a year, and is more of a dealer's help in connection with what we have to sell him than a help to him to sell our goods to the public. Canada is a big field to cover, and a house like ours is continually getting out novelties in shirts, collars, neckwear and a dozen other articles for the men's trade, and being novelties, we want them shown to the

retailer as quickly as possible. Here's where 'Tooke Talk' comes in, and where I think we have got the most results from it, as this little magazine puts before our dealers the latest Tooke creations, from coast to coast, within five or six days, whereas it would take our representatives three or four months to get all around the ground. We know this little book is appreciated very much, not only by our salesmen but by our dealers, as we have numerous letters telling us that they missed 'Tooke Talk,' indicating that its readers think enough of it to ask what has become of it when it does not reach them."

"Gilt & Glimmer," (Monthly, 16 pages and cover, size 4½ x 6, goes to dealers) Osborne E. Dalton, Editor, (Stauntons, Limited, Wallpaper Mfrs., Toronto) writes:—

"'Gilt and Glimmer' is one of the oldest house organs in Canada, and has been published without intermission for eleven years, for the last eight of which it has been edited by myself. We find this pocket size is most convenient as it enables the subscriber to slip it into his pocket and read it at any moment, whereas he might not carry around with him a larger magazine. The circulation is about 5,000, among dealers in Canada and all over the world. 'Gilt and Glimmer' grows in popularity year by year, and we know it is carefully read by dealers throughout Canada. The demand for our higher quality goods has very much increased in recent years, and to this, 'Gilt and Glimmer' has contributed a fair share of assistance. It is very much approved by our salesmen, who would be the first to protest if we should suggest discontinuing it. It keeps us in close and constant touch with the trade, and is the best possible means of educating them in new ideas, new methods and more profitable merchandise."

"Auto Links" (Twice a month, 12 to 16 pages, 8¼ x 11¼, unstitched, goes to automobile and accessory dealers and garage men), E. A. Adams, Advertising Manager of the Canadian Fairbanks-Morse Co., Limited, Montreal, writes:—

"'Auto Links' started out as a little four-page paper, and just to give you an idea of how it has grown, I am sending you a bound copy of our Volume One.

"The number of pages is very elastic. Our plans for this year are to run a twelve-page paper with a two-page French insert. The last issue was increased to sixteen pages to take care of a lot of extra material.

"The object of this house organ was to enable us to place before the Canadian dealers from coast to coast all regular information which might ordinarily be sent out through circular letters. On account of the details involved we have never been able to do consistent circular letter advertising among the dealers. We decided, therefore, to try and see if we could overcome the difficulty by means of a dealer's newspaper. 'Auto Links' is the result.

"We feel that we have been very successful in attaining our object, and we are in much better contact with the dealers than we have ever been before. In 1917, we spent every bit of our Automotive Equipment advertising appropriation going to the consumer, that is, the car owner. We spent practically nothing on the dealer. Our advertising expense for that department was 2½ per cent. of our sales. During 1918, we reversed our policy and spent nothing on the car owner but everything on the dealer. Our total business for 1918 was about 25 per cent. in advance of 1917, and our advertising expense for this department was only 1¼ per cent. of our sales. Of course a lot of the money we spent in 1917 was good for a certain amount of the business we received in 1918. During 1919 we are confining all our advertising to the dealer, the same as in 1918.

"We are spending more money on 'Auto Links' this year than we did last year,—first by increasing the size of the paper, second by adding the French insert.

"Some of our salesmen are very enthusiastic about the paper. Others are indifferent. When we put the question up to the Branch Houses, last December, "Are we to continue the 'Auto Links' in full force?" It was unamiously decided to do so."

"Truscon Topics" (Monthly, 4 pages, 8½ x 11, goes to consumers and dealers), Fred. Cruse, Editor, (Trussed Concrete Steel Co., of Canada, Limited), writes:

"We are spending nearly half of our advertising appropriation on our house organ, and the booklets, etc., that are mailed with it. We find that it carries our advertising regularly in the most presentable form to all Canadian builders. It reaches exactly the people we want to reach, without waste circulation. It tells our story without immediate competition for

Reproduction of the covers of some typical Canadian house organs, most of which are described in the accompanying article

attention, and enables us to put a little life into what is otherwise pretty dry, technical stuff. It is regarded very favorably by our salesmen."

"THRIFT" (Monthly, goes to prospects and people who have bought lots, etc.) J. Callaghan, Marcil Trust Co., Real Estate, Montreal, writes:—

"We believe that 'Thrift' is one of the oldest pure and unadulterated house organs published in Canada. The first number appeared in 1908, and it has been issued monthly ever since. It is edited from the consumer's point of view wholly, and has proved itself to be an excellent maker and keeper of goodwill, as well as a business getter. We send it to prospects six months free, and during that time we generally manage to sell them something."

"HOME BANK MONTHLY" (12 to 24 pages and cover, 6 by 9), goes to bank employees and others), The Editor writes:—

" 'The Home Bank Monthly' is compiled and edited by an informal standing committee of members of the Head Office staff and put through the printers' by the advertising department. Printed slips for clippings are distributed to the staff at the various branch offices of the bank, and these bring in a quantity of material that keeps the "copy hook" pretty well filled. All the work is voluntary and impersonal. Valuable contributions have been received from outside sources but these have not been solicited.

" 'The Home Bank Monthly' was started with the object of conveying effective preachments on "service," inculcating a feeling of comradeship among the members of the staff, chronicling staff movements and changes and other items of personal interest, and recording the history and present developments of the institution.

Few magazines are printed and illustrated as handsomely as some of these house organs, special three and four color plates being used in a number of them

"There are evidences that it is efficiently continuing to fill its original functions, and while designed for internal circulation only, it is building up a valuable list from outside requests. Editorial features were early introduced dealing with current economic problems, and these being reprinted with due credit in the daily and financial newspapers have brought requests for the publication from readers far outside the narrower field of circulation.

"Some of the requests received for copies of the 'Monthly' would indicate that there is a clientele of "house organ collectors" who find this class of publication of more than ordinary interest, peruse them carefully and write appreciative letters to the publishers."

"GRAPHICA" (Monthly, sixteen pages, self cover, two colors throughout, size 5¾ x 8¾, goes to buyers of printing) Travice A. Tod, Manager of the Herald Press, Limited, Montreal, writes:—

" 'Graphica' was started with the object of bringing before users of printing the fact that we do the very highest class of work, and of making them acquainted with the various facilities we possess for giving a complete service.

"We consider 'Graphica' to be the most valuable adjunct that our sales department has, and would not discontinue it under any conditions. Our salesmen all claim that it helps them considerably, and in fact our Western representative has stated several times recently that he finds our firm very well known through our house organ, and he always receives a favorable reception.

"While it is sometimes difficult to trace direct results from a general advertising publication like 'Graphica,' yet we have been gratified on several occasions recently to trace several large orders directly to its influence."

"WIRELESS" (Monthly, 32 pages, self cover, goes to dealers), D. George Clark, Advertising Manager, McClary Manufacturing Co., Limited, writes:—

"While our house organ is edited independently of this department, still the editor keeps in touch with our wishes for matter for the advertising pages. We have at times considered the discontinuance of the 'Wireless,' but our salesmen and customers registered such a strong objection that we were forced to continue it.

"We know that there are hundreds of dealers who look for the McClary 'Wireless' as eagerly as they do for any magazine they pay for. We prefer to have it edited in our own office by one of our own people who has been in touch with the inner workings of the institution for many years as we realize that only by that manner can we get the personal touch into the articles so necessary in making the publication of interest and of value to the dealer.

"We have been approached on different occasions by firms to let them undertake the editing of our 'Wireless,' but we have never considered this advisable as we believe that by changing our policy we would violate the first principles of the McClary 'Wireless.'

(*Concluded on page 349*)

EFFICIENT SALES MANAGEMENT

IX STANDARDS—PURPOSE, PERFORMANCE AND POLICIES

This is a continuation of the subject treated in August. In the present installment the methods of putting into practice various systems of instructing salesmen in marketing goods are detailed with reference to the usage of certain large concerns. It is worth noting also that Mr. Lewis maintains the point that successful salesmanship is much more dependent upon education and special training than upon any inherent trait of the individual.—THE EDITOR.

By E. ST. ELMO LEWIS

A STEADY growth in the development of two very important things has been responsible, in the eyes of the foremost sales managers in the country, for the steady increase in efficiency of men in their organization.

I believe it may be accepted as a fact that where a steady and constant training has been given to men we find the steadiest and most constant gain in sales. In applying any Standard Practice Instruction among salesmen we are at once met with a condition that the majority of salesmen have been encouraged to believe—that the ability to sell is the result of some particular fairy having been present at their birth. On the other hand, however, it is the general consensus of opinion among sales managers who have had the widest, most extensive experience in selling that native ability, so to speak, is an exceptional characteristic and not the rule in the development of an efficient selling organization. As business has begun to understand it must play averages rather than exceptions and that it must study the exception in order to raise the average instead of playing the exception to the exclusion of the average, we are getting a much higher percentage of sales efficiency where this fundamental principle is recognized. While it would be possible to mention hundreds of cases, it is only necessary to take several typical instances, and I shall mention those that have fallen under my notice.

Standard practice in sales training falls into two definite divisions:

1. The selection and training by standardized methods of the raw supply of selling material.

2. The establishing of standard methods for the salesman in selling the prospect.

The selection has already been referred to. I can but give a few lines to the training in schools because of lack of space. The sales training school is rarely a school, rather a set form of lectures to be given the sales recruits. The Commercial Gas Association, with a correspondence course of exceptional scope and efficiency, is one of the real attempts to train in selling. The New York Edison School gives its representatives a careful and continuous schooling. The National Cash Register Company, Elliott-Fisher Co., Burroughs Adding Machine Co., and some of the insurance companies really make an attempt to do some actual sales training, but few do so on true pedagogical lines.

Some concerns, like the Standard Oil Company of New York training for foreign service, take acceptable applicants and give them four months' schooling, paying them $17.50 a week, and if they pass the authority are then sent to a foreign office. Only 3 per cent. have failed to make good.

STANDARD DEMONSTRATIONS

The purpose in having standard demonstrations is to insure:

1. That all the facts relative to the claims of the goods upon the attention of the possible buyer may be presented.

2. That these claims shall be presented in a way that is clear to the possible buyer.

3. That in the process of learning the demonstration the salesman himself shall learn all about the goods or the product from beginning to end.

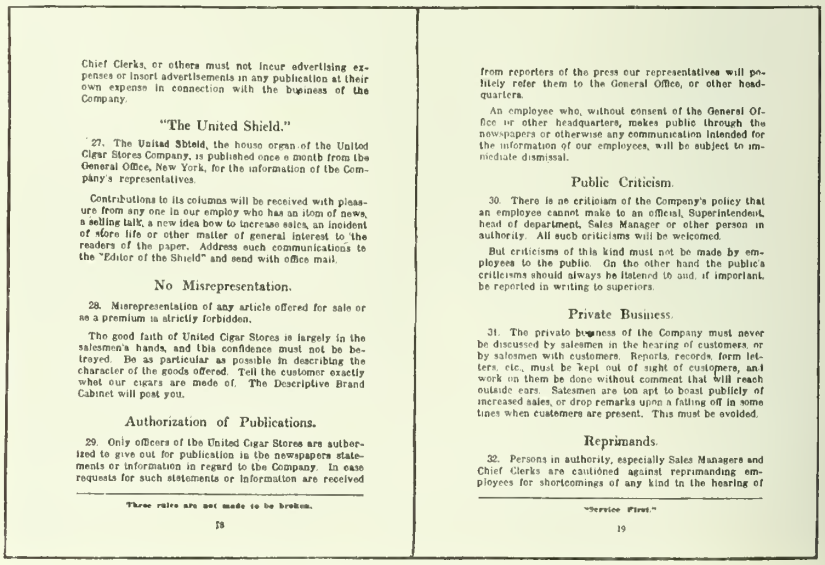
The best practice in arriving at the standard demonstration is to give it into the hands of a man who knows how to analyze and express an idea, and but little about the article. The most successful method has been to put this man at work investigating all of the objections to the goods, asking all the questions that the ordinary uninformed man would ask about them, then have those questions answered by a number of different salesmen or men familiar with the product. The best answer is then woven into the demonstration which develops along logical lines to the point of sale.

The reason the average salesman finds it impossible to prepare such a demonstration is because he doesn't fully get the point of view of the mass prospect, and he is not always capable of presenting it in the most convincing way because the demonstration must be formulated without an overshadowing personality of presentation, leaving the individual salesman to supply the personality. It has been found in actual practice in watching a large number of demonstrations of commodities that there is a wide variation of presentation both as to manner and method. *There is one best method of doing it*—and it is for that reason that the standard demonstration has been adopted by the most efficient organizations.

STANDARD PRACTICE IN HANDLING CUSTOMERS

After the demonstration has been standardized, then there come certain standard methods of handling the customer as he comes before the salesman. The sales manual is one of the most important devices of up-to-date selling and one that has received a great deal of attention; but, unfortunately, it has in many cases been very badly done—mainly because the manual has been written by a person who knew nothing specific about the business and therefore, had a tendency to run into vague generalities; or it has been prepared by a man technically proficient in the business who entirely ignored the psychology of handling the sale, both as to type of buyer, type of salesman, and type of article.

A sales manual intended for the use of men averaging $1500 a year or less is very different in its contents



Chief Clerks, or others must not incur advertising expenses or insert advertisements in any publication at their own expense in connection with the business of the Company.

"The United Shield."

27. The United Shield, the house organ of the United Cigar Stores Company, is published once a month from the General Office, New York, for the information of the Company's representatives.

Contributions to its columns will be received with pleasure from any one in our employ who has an item of news, a selling talk, a new idea how to increase sales, an incident of store life or other matter of general interest to the readers of the paper. Address such communications to the "Editor of the Shield" and send with office mail.

No Misrepresentation.

28. Misrepresentation of any article offered for sale or as a premium is strictly forbidden.

The good faith of United Cigar Stores is largely in the salesman's hands, and this confidence must not be betrayed. Be as particular as possible in describing the character of the goods offered. Tell the customer exactly what our cigars are made of. The Descriptive Brand Cabinet will post you.

Authorization of Publications.

29. Only officers of the United Cigar Stores are authorized to give out for publication in the newspapers statements or information in regard to the Company. In case requests for such statements or information are received

Three rules are not made to be broken.

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from reporters of the press our representatives will politely refer them to the General Office, or other headquarters.

An employee who, without consent of the General Office or other headquarters, makes public through the newspapers or otherwise any communication intended for the information of our employees, will be subject to immediate dismissal.

Public Criticism.

30. There is no criticism of the Company's policy that an employee cannot make to an official, Superintendent, head of department, Sales Manager or other person in authority. All such criticisms will be welcomed.

But criticisms of this kind must not be made by employees to the public. On the other hand the public's criticisms should always be listened to and, if important, be reported in writing to superiors.

Private Business.

31. The private business of the Company must never be discussed by salesmen in the hearing of customers, or by salesmen with customers. Reports, records, form letters, etc., must be kept out of sight of customers, and work on them be done without comment that will reach outside ears. Salesmen are too apt to boast publicly of increased sales, or drop remarks upon a falling off in some lines when customers are present. This must be avoided.

Reprimands.

32. Persons in authority, especially Sales Managers and Chief Clerks are cautioned against reprimanding employees for shortcomings of any kind in the hearing of

"Service First."

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Standard Practice for the Guidance of Salesmen. Specimen pages from the United Cigar Stores manual, typical of books of this kind. The sales manual is one of the most important devices of up-to-date selling

from the sales manual intended for the use of men in a higher grade of selling.

The sales manual is really a book of "selling experience that has made good," formulated by men who are thoroughly competent in presentation, but the material for which is obtained from the actual selling experience of the organizations.

In large specialty organizations the sales manual, as a book, is used principally during the time of the educational work in the Sales Training School, whether that school be a central organization or an organization functioning in the field. There is no doubt, however, that the main difficulty with the manual has been that it has been written in such a fashion as to be uninteresting to the man who is actually face-to-face with the daily sales problem. For that reason the more skilful sales managers have been using Sales Bulletins for the purpose of carrying on from week to week the Sales Manual Instruction in the best methods of handling the customers.

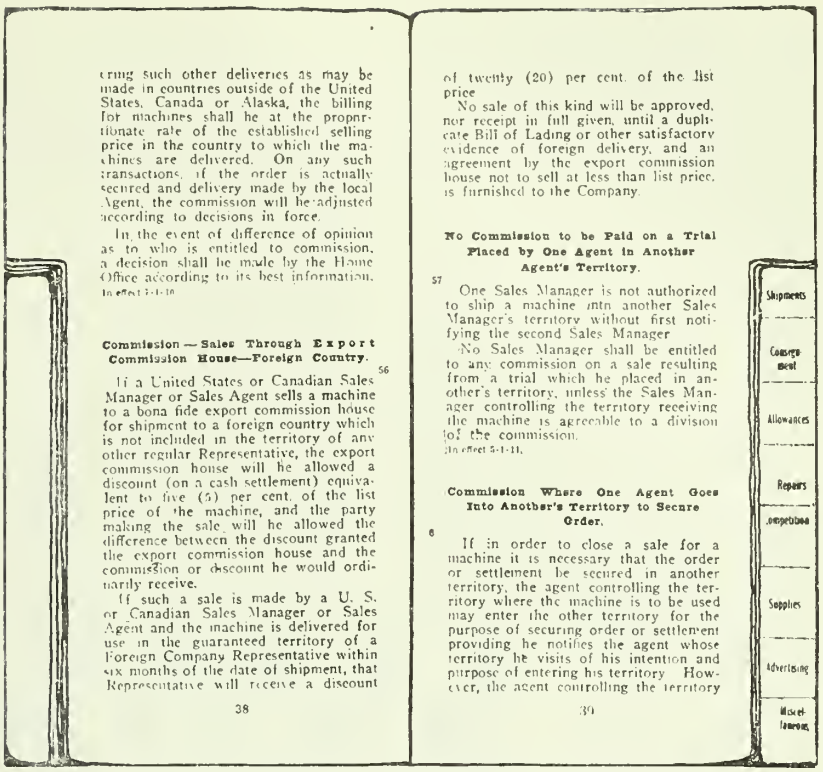
In handling practical men, it is always necessary to dress the Sales Manual Instruction in the jargon of practical experience. They want concrete cases—actual stories of actual work. They don't want theory, so to speak, for they confound theories with principles. The practical man doesn't take to principles, but he wants programs. You may take a thousand experiences and deduce a vital principle, but unless in the statement of that principle you reinforce it with actual experiences, in the vast majority of cases you will reach only those salesmen whose experiences are readily found applicable to the principle. Unfortunately, however, these are not the men you want to reach, because those who accept the principle as one they have found from their own experience to be true, are not the men who need the principle. Therefore, in order to reach those men who are not practicing the right principles it is necessary to start with a practice and gradually lead them into accepting the principle

The United Cigar Stores Company publishes a manual for the "Instruction and Information of the Company's Employees." In the fifth edithin, which lies before me, in the department devoted to salesmen and customers, there are paragraphs on:

The Importance of Courtesy.
Exchanging Goods.
Individuality of Customers.
"Thank You."
Prompt Service.
Names of Customers.
Play No Favorites.
Affability.
Smokers' Preferences.
Telephone Service.
Red Letters.
How to Develop Box Trade.
Knowledge of Goods.
Requisites of Success in Selling.
Showing New Goods.
Hints to Salesmen.

Other important sections are devoted to:

How to Handle Coupons and Certificates.



ering such other deliveries as may be made in countries outside of the United States, Canada or Alaska, the billing for machines shall be at the proportionate rate of the established selling price in the country to which the machines are delivered. On any such transactions, if the order is actually secured and delivery made by the local Agent, the commission will be adjusted according to decisions in force.

In the event of difference of opinion as to who is entitled to commission, a decision shall be made by the Home Office according to its best information.

In effect 5-1-10

Commission — Sales Through Export Commission House—Foreign Country.

56 If a United States or Canadian Sales Manager or Sales Agent sells a machine to a bona fide export commission house for shipment to a foreign country which is not included in the territory of any other regular Representative, the export commission house will be allowed a discount (on a cash settlement) equivalent to five (5) per cent. of the list price of the machine, and the party making the sale will be allowed the difference between the discount granted the export commission house and the commission or discount he would ordinarily receive.

If such a sale is made by a U. S. or Canadian Sales Manager or Sales Agent and the machine is delivered for use in the guaranteed territory of a Foreign Company Representative within six months of the date of shipment, that Representative will receive a discount

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of twenty (20) per cent. of the list price.

No sale of this kind will be approved, nor receipt in full given, until a duplicate Bill of Lading or other satisfactory evidence of foreign delivery, and an agreement by the export commission house not to sell at less than list price, is furnished to the Company.

No Commission to be Paid on a Trial Placed by One Agent in Another Agent's Territory.

57 One Sales Manager is not authorized to ship a machine into another Sales Manager's territory without first notifying the second Sales Manager.

No Sales Manager shall be entitled to any commission on a sale resulting from a trial which he placed in another's territory, unless the Sales Manager controlling the territory receiving the machine is agreeable to a division of the commission.

In effect 5-1-11.

Commission Where One Agent Goes Into Another's Territory to Secure Order.

6 If in order to close a sale for a machine it is necessary that the order or settlement be secured in another territory, the agent controlling the territory where the machine is to be used may enter the other territory for the purpose of securing order or settlement providing he notifies the agent whose territory he visits of his intention and purpose of entering his territory. However, the agent controlling the territory

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Shipments
Consignment
Allowances
Repairs
Competition
Supplies
Advertising
Miscellaneous

The Decision Book, vest-pocket size, easy of reference, all sales practice covered, to guide the salesman—making him clearly understand what he is expected to do, and what he can expect of others, in the handling of orders

How to Care for the Stock in the Store.

Cooperation with the Window-trimming Department.

John Wanamaker uses a sales manual for each of the leading departments in the store. Macy's (New York department store) has 47 different sales manuals covering as many different departments and their typical lines.

The United Cigar Stores Company also issues a little book entitled "What to Say, How to Say It, and When to Say It." As they say in their instructions:

> "Keep as close as you can to these suggestions, and you will be on the right lines. You will then be carrying out the United Idea."

This little book contains the proper thing to say:

To a customer when he comes in.
After taking the customer's money.
Returning the customer's change.
Claims to insufficient change.
Thanking the customer.
Knowing the names of customers.
As to colors of cigars.
How to handle a dispute.
How to treat complaints.
How to handle a hard-to-please customer.
Doing favors.
Speaking for the United.

This is standard practice. Where the best way has been found out by test that best way is used.

Standard Practice in Selling to the Prospect

Mr. R. H. Grant, formerly of the National Cash Register Company, divides a sale into five parts.

1. Investigation.
2. Formulation.
3. Approach.
4. Demonstration.
5. Close.

These five steps may occur in the time that it takes the customer to approach a counter and buy a necktie from a clerk who is doing real creative selling.

The training of the salesman is for the purpose of training him properly to investigate the customer and the business and then to formulate a definite proposition, then to make his approach, demonstrate his proposition and close the sale. In my experience the greatest number of failures in selling come from the failure to realize the importance of the *investigation* and *formulation* of the proposition. Most business men who come in contact with salesmen realize how vague and uncertain the salesman is when it comes to pinning him down to the real benefits to the customer that the salesman can prove are to be derived from dealing with him. The whole effort in standardizing the salesman's work is to get him to standardize on certain principles, whatever variation he makes through his tact and skill and art in the application of these principles in the presence of the customers.

It is generally conceded that no salesman should be made a poll-parrot to mouth a fixed demonstration except where the demonstration has been fitted to a certain class of people. The fixed demonstration has been in use for several thousand years in the Church, and for 50 years has been a distinguishing mark of the book-canvasser and in the sale of articles to housewives where a large number of calls are required to make the maximum of sales. The approach,

demonstration, and close have been fixed so that the salesman has little more to do than merely to be the means through which it is delivered.

But in the higher type of selling where, so to speak, the sale is custom made rather than readymade, we must add the two additional preliminaries which are *investigation* and *formulation*. Some selling organizations have adopted a series of questions which are applicable to several lines of business. These questions are put up to the salesman to get information on them; then based on the answers to these questions a definite proposition is formulated, and then the salesman makes his approach and demonstration.

The success of this method has been unusual. In one of the companies where it was adopted, we find that the territories using this method as against the catch-as-catch-can method in another territory, the business was increased over 42 per cent. in a year. Where the same salesman's average selling expense had been 17 per cent., on the introduction of the Standard Practice the cost decreased to 8 per cent.

Standard Practice in Handling Sales

On page 315 is shown a form of decision book which is used by such concerns as the National Cash Register Company, Burroughs Adding Machine Company, the Elliott-Fisher Company, and others, to guide the salesman in making him clearly understand what he is to expect in handling his orders.

Decision books of this kind are nothing more or less than Standard Practice, and a general adoption by concerns would very greatly facilitate business and would prevent the enormous growth of correspondence with credit, collection, and sales departments by men in the field who find difficulty in arriving at any basis by which to judge the probable attitude of the men at the home office relative to any sales conditions that may confront them.

Standard Sales Practice can generally be formulated relative to such subjects as:

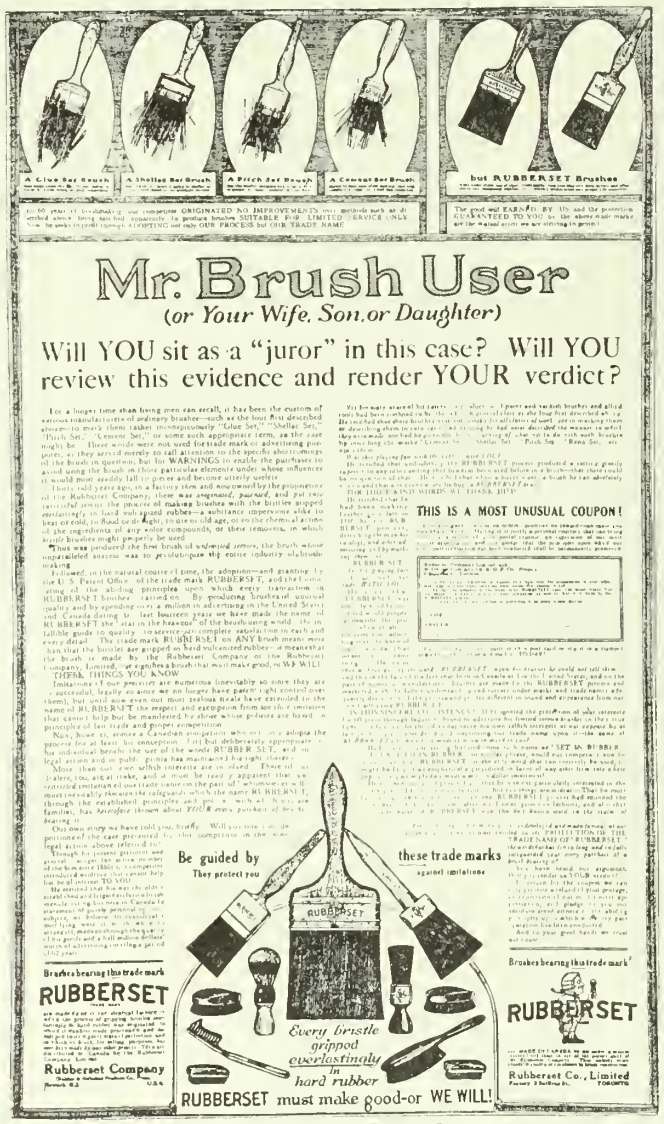
- Advances on Commission or Salaries.
- Advertising Requests on Daily Reports.
- Supplies of Advertising to Branch Offices.
- Inventory of Advertising Matter.
- Advertising to Special Lists.
- Allowance on Old Machines or Goods.
- Allowance for Competitive Goods or Machines.
- Arrangements with Customers.
- Articles Returned.
- Attorneys Used for Collecting Bills, Rendering Bills, etc.
- Changes in Orders or Goods.
- Charges for Special Service.
- Claims of Purchasers.
- Remittances of Collections.
- Payments of Salaries or Commissions.
- Relation of Commission Salesman in the Territory to Other Salesmen.
- Future Deliveries.
- Guarantee of Product.
- Daily Reports.
- Delivery Dates.
- Division of Expense
- Borrowing Money.
- Employment of Salesmen.
- Goods for Export.
- Following Up inquiries.
- Freight Shipments and Express Shipments.
- Orders for Supplies.
- Method of Giving Sales Credits.
- Verbal Arrangements for Effecting Sales, etc.

Such Decision Books also carry instructions relative to the different kinds of subjects that are to be taken up with the different departments; so that the salesman who, for instance, wants to find out where to get information with respect to his territory and the prospects in it for certain lines of goods will be instructed, for instance, to write to the Sales Promotion Department information desk, or he may be instructed to write to the Assistant Sales Manager. If he wants to know something about the terms of orders, he writes to the Credit Department. Ordinarily he would write to the Sales Department which has then to refer it to the Credit Department.

The Standard Practice or Decision Book idea is also applicable to departments. I have found it very efficient in formulating policies and practices for advertising departments, credit departments, and general offices, as well as sales departments. The great difficulty in these departments, the same as in the ordinary factory, is that people simply don't know what to do, and each tries to figure it out for himself if he has initiative—if he has not, he copies the good or bad practice, as it happens to be, of his neighbor.

The National Suit & Cloak Company (New York), the Larkin Company (Buffalo), and the Curtis Publishing Company (Philadelphia) all use standard instructions with respect to the office and clerical positions. For instance, the National Suit & Cloak Company have Standard Practice Instructions for writing orders, standard abbreviations to be used by order writers, instructions on handling orders received from specific advertising, special instructions to complaint adjusters. The Curtis Publishing Company have Standard Practice Instructions for stenographers as to the division of words, general rules for capitalization and punctuation, handling typewriters, etc.

(*Continued next month*)



A Striking Appeal to Public Opinion

Unsuccessful in his appeal to the Canadian courts to protect his trade mark, due to its descriptive character, this advertiser presents his case frankly and fully to the public. It is largely an attack on an unnamed competitor, and emphasizes the fact that other brushes than the advertiser's are "rubber set." Is this good advertising? Readers are asked to fill in a coupon which "sells no goods—solicits no orders—promises no reward" but is "purely a personal courtesy" and states that "to me, the presence of the trade name "Rubberset" upon any brush means that it is a product of one of your companies."

DOES YOUR PACKAGE MAKE SALES?

The customer steps into the retail store—he has read your advertising—his money is ready—your product is on the shelves.

Will he buy it?

This is the final moment of the entire sales-campaign.

Every manufacturer wishes that his own salesman might be on hand at this moment. A few words to the buyer would clinch the sale.

Behind the counter—or on it—your salesman *is* actually standing—your package.

Does it speak out?

Does it catch the buyer's eye like the one lighted house in a row of dark ones?

Does it drive home your big selling-thought?

If not—get one that will!

CANADIAN FURNITURE'S OPPORTUNITY

Why is there no make of Canadian Furniture known to the consumer? Why this deep silence about the products of Canada's furniture makers? Why is the demand for good furniture left to stir itself?

Written for MARKETING by WILLIAM G. COLGATE.

WHILE rumaging through some back numbers of *Art and Decoration*, *The Century*, *The Atlantic Monthly*, and similar magazines the other day, I ran across several well-designed and interesting furniture advertisements. I know they were attractive because they caught my eye as it skimmed over the rapidly turned pages. I know they were interesting, because I took the trouble to read them. This, however, is merely in passing. The thing that matters is that here was advertising in which the skill of the advertising man and the genius of the manufacturer were fused toward building up a first-class reputation for furniture which probably was of no better quality than many productions that were not advertised. Then I wondered at the timidity or modesty of the silent majority. True, it was American furniture; yet the situation is in no wise different in Canada. If anything, it is worse. Why? Out of all the various makes on the market why should there be no outstanding brands; none which possesses a definite and known standard of quality; none which a furniture buyer is at all likely to recognize or ask for by name? These are questions which directly concern the producer of fine furniture no less than those whose business has to do with furnishing the home.

Although this article does not set out to answer categorically the questions raised, some consideration at least will be given to the problems affected by them. As to the query: "Why does the Canadian furniture manufacturer fail to advertise," a snap reply based on superficial reasoning or observation might be that he hadn't anything worth while talking about. However right this judgment may have been some years ago, it is no longer true. The Canadian native producer is not only turning out good furniture, but the high level of execution he has reached enables him to compete with perhaps all but very few of the leading foreign manufacturers. Take a case in point. A firm with which I was associated for a while, besides doing a large business in Canada, used to ship furniture to New York and Chicago. Most extraordinary of all, it was able to more than hold its own with the foremost manufacturers of the United States when it exhibited yearly at Grand Rapids, the very home of the furniture industry. So there is nothing wrong with Canadian furniture from the standpoint of saleability. What is wrong is the provoking policy of its producers in maintaining a mystifying silence about the things that make it saleable. What is required is a plan of action that will keep the general public informed on the character and development of Canadian furniture in relation to the highest ideals of home-making.

Obviously, any plan of advertising, as has been implied, should be preceded by the selection of a suitable trade mark. It should not be necessary to point out that the distinguishing characteristics of such a mark should be simplicity and memorability. The brand used by Berkey & Gay is a good example, as embodying both essentials. The design having been chosen, the next thing is to place it on the article where it may be readily seen and identified. Each advertisement, moreover, should carry a cut of the mark and instruct the prospective buyer where to look for it. Constant repetition of the mark will make the public familiar with it, besides engendering confidence in what it represents. Several Canadian manufacturers now brand their furniture, it is true; but, by reason of their neglect to advertise, very few people know or care. All native furniture, at present, looks pretty much alike to them. As to what specific forms the advertisements shall take—whether institutional, educational or atmospheric—this is a matter which cannot be determined here. Much less can anything be said here as to the respective merits of newspaper, magazine, street car or direct advertising. A great deal will naturally depend upon the nature of the furniture to be marketed, the people it is desired to reach, the number and locality of the dealers handling the line, and whether the article has a seasonal or all-year-round demand, and so on.

The impression here is of good furniture in a fitting environment. Everything is in keeping. From the fully proportioned Hepplewhite mahogany with quaint knife boxes to the old-fashioned portrait and graceful shield-backed chair typically adorned with the Prince of Wales' feathers. This advertisement was designed to appeal, and disappeal, to persons who thought of furniture in terms of something higher than mere utility.

These questions, important as they may seem, are, after all, inferior to the broad question of policy. One thing is sure: any attempt to increase the sale of Canadian furniture must reckon with the retail merchant. In line with educating the public to the economic as well as the esthetic values of good furniture, must be the education of the dealer himself. He must be taught to respect good furniture, both for what it is and for what it can do. And by good furniture I mean not the extremes of golden oak and special made-to-order stuff, but moderate-priced furniture of authentic design and carefully considered workmanship. The trouble in the past has been that in retail selling the quality argument has been ignored, while low price, or mere cheapness, if you will, has been played up. The passing allurements of showy, meretricious pieces have been spotlighted, while the better class of furniture has been left to fight its own way to recognition alone and unaided. Consequently, the manufacturer has found it more profitable, for the time at any rate, to cater to the customers who were looking for bargains rather than to those who made quality their first thought.

Happily these conditions are changing. At a time when commercial advancement begins to slacken, or when prices are abnormally high, the latent critical tendencies of the people find their fullest expression, so that what was acceptable a few years ago is no longer so to-day. Such a critical attitude but reflects the demand for something better, not something less worthy—something lower in price—or as some merchants would have it interpreted. To satisfy the exacting demand something better must be forthcoming, and those who have that better thing to offer, and let people know that they have it, will be rewarded with increased business. As *Good Furniture* admirably expresses it: "What is required for the best interests of both the public and the industry is not so much a campaign of stimulation—a substantial interest in furniture already exists—but rather a campaign of education to convert into real fulfilment the enthusiasm that already exists for better furniture of every kind, regardless of price, style or make. This desirable end may be brought about by disseminating a more accurate, authoritative, and helpful knowledge of furniture and its allied crafts. The public, at present, only suspects what kind of furniture it should have.

It is the business of education to convert that suspicion into knowledge by supplying the basis of fact beyond which there can be no doubt." Although *Good Furniture* does not say so, it no doubt intends that the retail merchant, together with the general public, should be included in this scheme of education. I fail to conceive how it could in any sense be considered complete without him.

But to return to our manufacturer, one would think that the prospect of retaining in Canada more than $3,000,000* spent yearly on imported furniture would impel Canadian furniture makers to unite on a definite course of action. For example, an educational campaign could be organized and conducted over the signature of "The Associated Furniture Manufacturers," which would have for its primary object—aside from the exploitation of Canadian furniture—the development of a refined taste in home furnishing and a proper appreciation of the effect of environment on character and the part that good furniture plays in the making of a home. Suggestive interiors from drawings or photographs could be shown in each advertisement to emphasize points in the text. Newspapers carrying the advertising might be induced to co-operate by publishing once a week a signed and illustrated article dealing with some phase of home furnishing. By virtue of this special department, retailers of furniture, wall paper and decorations could no doubt be influenced to take space on the same page and thus arouse a healthy public sentiment in favor of good furnishings which could not help but be beneficial to all.

*1913

An effort to combat the high price argument. With commendable ingenuity the artist has managed to arrange the various pieces in a complete, harmonious setting. Contrast the charming taste of this composition with the bare, unattractive form which furniture affects when advertised in unaccompanied groups or units. The advertisers having considered the illustrations a sort of shop window. And no one need to be told how profitable that kind of advertising is.

A co-operative advertising scheme such as I have outlined on behalf of better furnished homes, conducted by an association composed of furniture manufacturers and interior decorators, and perhaps also by distributors of draperies and rugs, would do much to encourage an active and an intelligent interest in this important phase of home life. Inevitably, it would lead to a demand for furniture and decorations on a basis of good taste and service rather than price. Much has already been done toward this end by magazines and periodicals treating of home planning and kindred subjects; through public lectures delivered by competent authorities such as Frank Alvah Parsons; through books published on the subject of furniture and decoration; and through displays by such firms as the T. Eaton Co., Limited, and the Robert Simpson Co., Limited at the Canadian National Exhibition. It now remains for the Canadian furniture manufacturer and others concerned to capitalize this newly-awakened desire for better homes by a well-organized plan of informative and systematic advertising. The question is, will the manufacturer respond to the opportunity that is knocking at his door?

FLEET STREET LETTER

Aggressive selling methods of some British newspapers—American active in seeking British advertising—British trade aggressiveness—experience with untrained salesmen—printing prices in England. From MARKETING's English correspondent.

By J. C. KIRKWOOD

A THING that impresses me is the aggressive selling methods of some British newspapers—selling themselves to the general public and to advertisers. Chief among these newspapers is the London *Daily Mail*. This famous daily maintains its million circulation by the methods that give it a million circulation: namely, by doing unusual things. It seeks to get talked about. It believes in being talked about, and, therefore, it is continually doing things that ensure its being talked about.

As an example of how it makes itself talked about may be cited its latest "stunt." It is offering an 18-carat jewel-studded gold slipper to the actress able to wear it. It is a Cinderella fancy. At various theatres candidates for the golden slipper will try it on, on the stage, before the audience. The one, in the end, whom it fits best, will win the slipper.

AN ACTRESS'S SMALL FOOT

The inspiration of this novel advertising idea was a small war begun in and by London newspapers. The challenge was: Which actress playing on the London Stage has the smallest feet? An American actress came to a London Theatre to take the place of a leading lady. Her press agent said she had the smallest feet of any actress in London. The newspapers seized the idea, and enlarged the area of interest in the small feet of actresses. Then the *Daily Mail* turned this interest to account: It offered the golden slipper and it mentioned bravely the name of the firm making the golden slipper. And night after night, before London's immense theatre audiences, the *Daily Mail* will be advertised, and when the show is over, it will still be talked about. It is this sort of thing, joined to the attractions of the paper itself, that has built up the vast circulation of the London *Daily Mail*.

READERS WRITE ADVERTISEMENTS

In my last letter I told of the *Daily Mail's* rewarding a voluntary copywriter by the gift of £100 for his idea; and I said that one sure result would be a deluge of advertisements provided by others all eager to earn easy money and some fame. Well, I guessed rightly, as is shown by the following paragraph, taken from the *Daily Mail*.

STORY OF £100

A few days ago we announced that we had paid £100 to Captain E. Conway Meade, R.F.A., for sending us a clever adaptation of our "*Daily Mail* Million Sale" advertisement.

From that moment our readers came to our help with further suggestions by letter, telephone, personal call, and special messenger.

Designs have been sketched in ink, pencil, water-colors, oils, crayon, and stencil. Puns and poems, diagrams, pentagrams, telegrams, and anagrams have poured in.

Hundreds sent in aeroplane designs, and scores placed the words "Circulation still rising" on parachutes, which from the nature of the beast was rather unfortunate. Classically minded clergymen made great play with the Roman "M" (the symbol for a million) in a number of clever variations, while the figures "1,000,000" were represented as the "guard" and wheels of a six-coupled locomotive, as the exhaust vortex-rings of an aeroplane, as a target (six concentric circles with the "1" in the centre), as a row of bald heads, and as the kind of stars seen by a man when hit on the head by a descending parachute.

Botanists drew new kinds of plants with concealed advertisements in the petals and leaves, musicians did effective work with their crochets and quavers, and an astrologer sent a striking horoscope with "a million sale" intertwined with Zodiacal symbols.

Another pioneer of advertising would conceal fluids of four different colours under his waistcoat, led to rubber stamps on his boots by india-rubber tubes. Thus equipped he would walk, reproducing any selected design on the pavement.

Really the sculptors and tapestry workers were about the only branch of art unrepresented.

But the poets! "Million Sale" has been made to rhyme with "refreshing gale," "Fritz's trail," "all hail," "coffin nail," "tyrants' quail," "never stale," "not a snail," "fist of mail," "ascending scale," "iron rail," "long, long trail," "dewy dale," "Maida Vale," "Teddy Tail"—but enough!

* * * * *

It does not require any arguments to prove that the *Daily Mail* reaps advertising revenue, as well as circulation revenue, from all its efforts to get itself talked about.

The Application to Canada

What I have in mind in relating the foregoing example of aggressive selling methods by a London newspaper is that many of our Canadian dailies could very advantageously do unusual things to get themselves talked about by their readers—this to promote circulation and to sell more advertising space. I recall the prize offered many years ago by the Toronto *Globe* for the best farm or the best-improved farm, or the model farm, in the Province of Ontario. That "stunt" did farming good, did the *Globe* good, and assuredly made it a much talked about newspaper. I am not forgetting that many Canadian dailies have done and are doing still many things to get themselves talked about, but I know that much more could be done by them for this end, and that what they may be done need not be capricious, or related to the follies and vanities of life, but may, on the contrary, be related to some high object. The New York "Outlook" some years ago asked its readers to select the dozen best books published in the preceding year, offering as a prize to the winner of this contest the books which, by the vote of all, were declared to be the best books of the year. I have often thought that some farm paper could invite from its readers stories of dog intelligence; could ascertain who among its readers possesses the oldest living horse; could initiate a contest among its readers to discover who among them had the best-planned and best-grouped outbuildings.

The *Ladies Home Journal*, of Philadelphia is a brilliant example of a magazine which has for years and years invited its readers to share in its making: the Editor has leaned heavily on ascertained readers' interest for determining what to publish. And the *Ladies Home Journal* has a circulation in excess of two million, and an advertising revenue which is the envy of all publishers of magazines. I suggest to Canadian publishers that they can do much more than they are now doing to discover their readers, to multiply them, and to make a harvest for the advertising manager.

American Publishers Advertising in Britain

I have just spoken of the *Ladies Home Journal*. In a previous letter I told of the circulation which this magazine, and other American magazines, had developed in Great Britain. Since that letter was written, there appeared in a London daily newspaper, whose rate is $1,600 a page, a full page advertisement of the *Ladies Home Journal*, placed by its proprietors. This is a most interesting development. Another American magazine that has broken into the British field is *Vogue*, but it has become British in the matter of its advertising, and its articles are Anglicised when not wholly British. Both the cover and general smartness and illustrations and treatment of the American *Vogue* are features of the British edition.

Exporting British Advertising

Cyrus H. K. Curtis is in England as I write, and in the *Times* of July 4, he had a full page advertisement, personal in its character and appeal, of his newspaper, *The Philadelphia Public Ledger*. From this you may see how the Americans are inviting British manufacturers to go into the American Market. This 4th of July issue of the *Times* carried a fair amount of American advertising.

British advertising for American newspapers is being successfully developed, the chief factor of this development being the Dorland Advertising Agency, which is also the British representative for a score of principal American daily newspapers.

The point of this citation is that superior and persistent canvassing gets business. What I have in mind is that if Canadian publishers will combine to maintain an informative, superior and persistent canvass of British manufacturers, they, too, will get permanently a goodly volume of British advertising. Such a campaign must be co-operative. If 25 Canadian publishers will unite to maintain a canvass of British manufacturers, at an average cost of $20 a month to each publication, there will follow results which will more than return the cost of the propaganda. I pass this idea on to Canadian publishers in the hope that it may prove a seed planted, to germinate in due season and bear a real fruitage.

Canada The Unknown

Canada has been much advertised in Great Britain in many ways, but not much as a market for British-made goods. Whatever may have been done in the past requires re-doing, for the present is the beginning of a new era in British trade. Other countries than Canada are, as a rule, more interesting and attractive to the British manufacturer, and more British advertising is going to other overseas countries than to Canada, largely due to the right kind of solicitation. If Cyrus H. K. Curtis, a man always worth watching and following, is endeavouring to recruit advertising from Great Britain, then Canadian publications may wisely and profitably join their efforts to his, to turn British eyes to the markets of the northern half of the Western Hemisphere.

Getting Talked About

In the early part of this letter I have said something about the money value of getting talked about. Gordon H. Selfridge, the head of Selfridge's, London's best advertised department store, believes in getting himself and his business talked about—by the newspapers and the public. When Hawker's aeroplane, rescued from the Atlantic, arrived in Great Britain, Mr. Selfridge secured it for exhibition purposes, placing it on the roof of his department store. This typical example of enterprise explains in part the success of Selfridge's. Recently Mr. Selfridge went by aeroplane from London to Dublin where he has a department store, and the newspapers chronicled the fact. Selfridge's are offering a total of £20,000 in prizes to purchasers of Victory War Bonds, £10,000 being the chief prize, to be won by some customer of Selfridge's.

During July, Selfridge are having a clearance sale, in common with all other London shops, but they announce "Automatic reductions," an exclusive Selfridge idea. By "automatic reductions" is meant a reduction from regular prices of 25% during the first week of the Sale, of 50% during the second week of the sale on goods remaining unsold, and of 75% during the third week. Reduced-price goods remaining unsold after the third week will be given to charity.

A highly interesting development of Selfridge enterprise is the acquirement of drapery businesses in other cities.—An idea that has since been used by Harrods. Thus Selfridge's own shops in St. Albans, Windsor, Watford, Liverpool, and Dublin, and I have heard that a business in South Africa has been acquired. These purchased businesses retain in some, if not in all cases, their original names, and the staffs are retained. Ten years ago, Selfridge came from the United States to "break into" the department store field in London. He was unwelcome, and not feared. Indeed some rivals confidently predicted his early insolvency, and looked with covetous eyes on the fine premises which he erected. To-day the Selfridge business is the most talked of business in London, and is spreading out in unheard-of ways.

British Trade Aggressiveness

In spite of the lamentations over Britain's backwardness or sluggishness in going after the world's trade, the fact remains that British manufacturers are wideawake and are laying the foundation of future world trade. I speak only of the activities of the Federation of British Industries, which organization I serve. At the present time, a Brazilian Commercial Delegation is in Great Britain, as guests of the Federation, making a tour of industrial Britain. A representative of the Federation went to Brazil to escort to Great Britain the delegation. Last year a similar delegation from Greece toured Great Britain, and a by-product of that visit is an Exhibition of British Manufactures in Athens—to be held this autumn under the auspices and management of the Federation. The object of the Exhibition is to establish British trade connections throughout all the region of the Near East. Other similar British Exhibitions in overseas countries are contemplated.

The Federation has prepared a booklet, for world-wide distribution, whose title is, "How to place orders in the United Kingdom." Editions will be printed in English, French, Spanish, Russian, Dutch, German Esthonian, Lettish, Lithuanian, and other languages.

A most important phase of the Federation's overseas operations is the establishment of its own trade commissioners in the overseas countries of the world. It is expected that the service will expand to the point where its annual cost will approximate $5,000,000. Canada is one of the countries to which a Federation commissioner will be appointed.

Another Federation enterprise is an Export Register, to be produced in seven language editions.

My personal relation to these Federation enterprises is in connection with its publications. I have in my charge the production of the official catalogue of the Exhibition in Athens, and the official Export Register; and two other publications have just gone through my hands.

Good Untrained Advertising Solicitors

It may interest some of Marketing's readers — some publishers — to learn our experience in soliciting advertising for the catalogue of the Athens Exhibition. It was about the middle of May—about two months ago as I write—when we began our canvass for advertising to appear in this catalogue. We put on demobolized British officers—men who had absolutely no previous experience in advertising or canvassing. These men hold rank of lieutenant to lieutenant-colonel. Two are D.S.O. men; and two won the Military Cross. This means that they are superior men. It fell to my lot to give them their preliminary coaching and education in advertising. The results of this canvass tells the story of their success. To date, we have sold $15,000 of space in the catalogue, at $75 per page—(type page 3¾" x 7". This Catalogue will be printed in French and Greek—an edition of 20,000 copies. Canvassing for advertising in a catalogue printed in foreign languages is not easy; but these untrained men have done good work.

The point I wish to make is this: Green advertising solicitors can become successful solicitors almost immediately. This affirmation is supported by the history of men I knew when I was on the staff of the London *Daily Mail*, a dozen years ago. There we employed men to solicit advertising on a series of special proposals. All were not men of superior ability or preparation. Their very ignorance made them teachable. They had nothing to unlearn, no theories or ideas to displace or to handicap them. They learned the story we told them, and went out with conviction; and they were, as a rule, successful solicitors.

Printer's Prices in England

The nature of my work puts me in contact with printers. I am solicited by the representatives of a good many firms. If any representative of a printing house reads this letter of mine, I want to say to him that the most unwelcome of these representatives who call on me is one who pays me a visit. He has more than once stayed an hour when a call of one-quarter of an hour would have sufficed. Perhaps I should dismiss him at the end of ten minutes or so. The fact remains that he has never taken away an order. Those of us who are busy want those soliciting us to state quickly and clearly their business, make their canvass with zest and conviction, and then get out. The man who hangs on and on, repeating himself, becomes wearisome.

I have opportunities of comparing printers' prices. One printer wanted $445 for a job that another was eager to do for $240; A poster house asked $495 for a job which another firm was ready to do for $205. On printing the Athens catalogue above referred to, the spread was over $1,500. On a sixteen-page booklet, the prices ranged from $225 to $370.

On a 72-page publication the lowest tender was $685, the highest $1,320! All had identical specifications.

One printer who had set up a job, and practically remade it under my directions, missed printing it in the end by reason of his excessive charge—this, after fair warning. It represented economy to pay him for all that he had done, and then to give the job to be redone, to another printer. Another printer, who was given the order for a booklet, with copy, to make up according to his own ideas, gave the work such a common-place dress that it disgusted its publishers, and the book was given to another printer to do all over again. These two printers have had a good and profitable connection broken because of a reduced effort on their part to give their customer the best service. My point is: printers with good customers need to be as alert and serviceful in keeping them as when they first served them. Other printers are their constant competitors, and those who serve best, and provide the best ideas, get and hold the business.

Commercial booklets and catalogues are really salesmen, and anything that contributes power to them as salesmen is worth adding, or, at any rate, worth considering. The printer who can make his productions 100% efficient as salesmen can demand and get a full price for his work; that is, he is not menaced by competition and the price-cutter. Sales-power is worth more than the saving in money offered by the printer who rests his canvass on price.

Urges Co-operative Advertising in Plumbing Industry

Manufacturer suggests expenditure of $100,000 a year in advertising campaign to promote more general use of plumbing fixtures.

In the August issue of the *Sanitary Engineer*, the Port Hope Sanitary Manufacturing Company devoted its advertising space to an appeal to the plumbing trade to get together in a co-operative advertising effort to develop a more general use of sanitary plumbing fixtures.

"The lack of proper publicity," it says, "prevents thousands in the rural districts from enjoying the comfort of modern bathrooms, and in urban districts from renewing and replacing old and worn-out sanitary fixtures. The public wants to know more about sanitary fixtures, their manifold uses, and above all their proper cost.

"One of the most successful advertising campaigns of plumbers' material," the announcement states, "was conducted by a firm in the United States manufacturing a plumbing specialty. Much of its success can be attributed to the fact that it appealed to the public principally through the master plumbers.

"Plumbing is one of very trades in the building industry where the services of an expert workman are necessary for the proper operation of the fixtures used in the installation. No matter how good the fixtures are, they never give satisfaction unless they are properly installed.

"An advertising campaign, to be successful, must therefore have as a basis a thorough understanding and perfect harmony between the manufacturer, the jobber, the contractor and the consumer, and any effort to interest the general public that does not take all these factors into consideration cannot be successful in the fullest sense of the word.

"Our Company is engaged in the manufacture of plumbers' enamelware. Naturally, our first thought is to interest the plumber and the general public to the advantages of using Port Hope enamelware; but our interest does not stop there. We recognize that we must go further than that if we expect to obtain results, and assist in taking part in every enterprise that will extend, promote and develop the sale and general use of more sanitary fixtures. Nobody, these days, doubts the efficacy of advertising, but there are many ways of advertising and perhaps one of the best is that method suggested by a master plumber, who said that advertising of plumbing material should be general in its application and educational in its character.

"It is not the intention of the writer to suggest any particular method, but it is a question which should be carefully considered from the manufacturer's and plumber's point of view, and should, properly speaking, be one of the subjects which should engage the attention of every Master Plumber's Association.

"It is quite certain, however, that an expenditure of say one hundred thousand dollars a year spent in an advertising campaign with copy intelligently directed and properly prepared, would produce results that would pay subscribers many times over the amount of their subscription, and in Canada that would only mean a contribution of about forty dollars a year from each man engaged in the business.

"To the actual profit in cash must be added the real value that would come from the "get-together" idea. Not only would the public be educated, but the manufacturer and the plumber would get better acquainted, and by a proper understanding of requirements there would be a concentration of ideas, a standardization of patterns and equipment, a greater demand for plumbing material, a lower cost as a result of larger productions, and generally a satisfaction which would make it a real pleasure to do business.

We would like to help in the good work."

TORONTO TIMES QUITS

The Toronto *Times*, an evening newspaper which succeeded the *Daily News* some six months ago, ceased publication with the issue for September 11th. Increased costs are given as the cause. This leaves three morning and two evening dailies in the Toronto field.

IN AN ADVERTISING WORKSHOP

Comment on some of the questions which come up in an advertising manager's every-day work, written for MARKETING by the well-known author of the book "How to Write Advertisements"

By S. ROLAND HALL

THERE are frequent criticisms, by consumers and others, of the advertiser who interests his reader, answers the inquiry, sends catalog, etc., but falls down when it comes to supplying the inquirer through a convenient dealer. But this is a situation that can hardly be avoided in many cases. I am in close touch with several advertisers of staple commodities—cement, hosiery, etc. It would be a fine thing if these manufacturers could have a first-class sales agency in every city, town and village. Obviously, they can't. Competitors are busy, too, and have their share of the retailers. Many of the best retail merchants are too wise to carry stocks of several competitive lines. They know that rapid turn-over means careful selection of lines and good assortments of those rather than a hodge-podge of merchandise from all of the principal competitive manufacturers. I know, from experience, that it sometimes means years of work before the worth-while retailer can be landed in a given community. In the meantime the advertiser must keep plugging away, develop interest and inquiries maybe, refer these inquiries to the dealer he has picked out as his best prospect, and, if in the long run, a good agency for his product is secured, the work has been worth while even if in the meantime Mr. Advertiser has had to stand some criticism about advertising his goods where he can't deliver them.

Some very large manufacturers are seriously considering plans by which they can supply goods by the mail-order method where they have no dealers. In some cases this is a practical solution; in other cases it would only prejudice the retail trade against the manufacturer and perhaps interfere with the eventual securing of a good local dealer.

* * *

Over and over am I impressed with the importance of visualization in getting advertising material approved. We who are in advertising work continually are inclined to forget that many business men, even men of large experience, have little or no imagination to see things out of their regular line of work. Not long ago I saw an advertising man try to describe to the president of an industrial corporation an expensive page advertisement. The executive couldn't see it, and what he did understand didn't seem to appeal to him. The advertising man went away and came back with an accurate layout, pictures pasted in, headings lettered, etc. "Fine," said the executive.

Another manufacturer had ordered four pages in a technical reference book. The service department of the publisher laid out ten pages carefully with some drawings of considerable constructive value. The manufacturer could hardly help being impressed. He didn't order the full ten pages but he did order the insertion of eight—twice as many as he thought he was going to buy in the beginning.

"What do you think of a letter along this line?" said an advertising manager of my acquaintance to the sales manager with whom he worked. And he went ahead with an oral outline of the appeal. The sales manager shook his head. "Write out the letter and let me look at it, won't you? You know, I have darned little imagination in such matters."

I know of a big calendar order that was closed recently without competition having a chance to get in, just because of three well laid-out designs that enabled the advertiser to see at once something that he liked.

* * *

"Your work here must be in the nature of an evolution rather than a revolution," said an employer to a new advertising man recently. It was a meaty sentence. Too often it happens that a new advertising manager or agency man seems to start on a new account with the idea that everything done up to the point of his entry was wrong. The chances are that this notion is wrong, that there is considerable merit in what has been done and that a structure should be built on the old foundation rather than to start digging a new cellar.

* * *

"We have made some mistakes but we have done a lot of very successful work." So runs the astonishing advertisement of a publisher's service department. The statement is no less effective than it is astonishing. No one would believe a lawyer who claimed to have never lost a case or a doctor who bragged that all of his patients were living. There is too much of cocksureness in advertising practice. I have a lot of sympathy with that employer who, in replying to an application letter in which the writer set forth that he had successfully solved all the problems he had encountered, said "You are entirely too good for me. We are all human folks around this place."

The copy in the current Penman campaign is easily among the "classiest" appearing at present in Canadian publications. In conception and execution, the layout, illustration and text are of a high order.

* * *

We hear it often: "Advertising won't help us very much. Our product is sold on the personality of the salesman."

Far be it from me to decry the value of personality. It plays its part in the selling of most things—a much larger part in some cases, however, than others. But manufacturers and merchants do well to remember that personalities vanish, while business goes on forever. The most rugged salesmen will die sometimes and 'tis a common occurence for them to take up some other line or go over to a competitor. When Mr. Business Man has banked all on the personality of his representative and loses said representative, he has to start all over again. Why not use the personality of the salesman as far as that will go and add the power of organization, the prestige of the concern and every other factor?

* * *

I get weary of the talk about waste in advertising. Of course there is waste. You are a lucky advertiser if twenty-five per cent. of the people who read a given publication are really prospective purchasers for you. You can hardly hope to cover any sort of a general list and succeed in interesting more than ten or fifteen per cent. of the people addressed. Furthermore, advertising rates are based on this situation. If a publisher could assure you that your message would get before 100 per cent. of his readers and be interesting to them, he could ask and get several times the advertising rate he charges.

You send a salesman out on a general hunt for business. How many calls does he have to make before he strikes a real prospect? There is as much waste in the case of the magazine or newspaper advertisement that misses eighty per cent. of readers but has a good appeal to the other twenty per cent. It would be fine indeed if advertising could be so conducted that we could always put our messages before only the people who are interested or who should be, but it can't be done that way, as a rule. We must cover the chaff for the sake of finding the wheat. Best of all we usually find that some of that which we supposed was chaff is really wheat.

Ontario—Canada's Richest and Greatest Market Place, and its

Predominating Newspaper

The Daily Newspapers are the POTENT Advertising Mediums of Canada.

Several Great Newspaper Fields embrace among them practically the whole Dominion—each with many minor fields lying inside.

The Province of Ontario is in the most populous and the most prosperous portion of all Canada. Therefore it is the market of greatest potential value. The living conditions of its people give rise to all modern needs, which the high average per capita wealth enables them to satisfy. In no other section of the Dominion can the general advertiser make his appeal with such assurance of return.

In Ontario

The Globe

is the Predominating Medium

THE GLOBE has by many thousands more circulation than any other morning paper in Canada. It has not used a premium or other artificial circulation stimulant. No morning paper in Canada which has not used premiums has attained one half of THE GLOBE'S present circulation. No other paper covers so intensively, every part of the Province of Ontario.

But it is not only the size of THE GLOBE'S circulation, and the substantial class of people who read it, which make THE GLOBE the PREDOMINATING MEDIUM it is.

Every advertiser in THE GLOBE shares with THE GLOBE the loyalty and favor of 87,000 families in Ontario, built upon 75 years of sturdy service as a great and complete family newspaper.

Thousand for thousand of circulation, there is no other newspaper in Canada more productive to the general advertiser than THE GLOBE.

Address THE GLOBE, Toronto, or any Branch Office named on opposite page

The Globe

And its Super-Service to General Advertisers

Daily newspaper advertising creates a demand; the consumer makes the demand; but the RETAILER FILLS THE DEMAND.

General advertising rides on this three-point bearing.

One newspaper is stimulating the RETAILER'S INTEREST in newspaper-advertised goods. It is giving SUPER-SERVICE to its advertisers.

It is strengthening the weak place in the three-point bearing.

That newspaper is THE GLOBE—with its recognized predominating influence on the consumer.

The Retail Merchants Globe.

THE FIRST PAPER OF ITS KIND IN CANADA
(Trade Mark Reg'd)

is welcomed each month by more than 5,000 Ontario retailers who find in it the news of their business which other publications miss.

But its editorial purpose is frankly stated to be to show the retailer how HE CAN MAKE MORE MONEY in pushing GLOBE-advertised products. Without charge to the advertiser, its tells of plants and products, selling plans and advertising campaigns in THE GLOBE.

If the retailer knows of the way you are backing your products with your advertising—if he is familiar with your methods—your product will have a "personality" with him. You will have his INTEREST and ASSISTANCE in supplying the demand you create.

The columns of THE RETAIL MERCHANTS GLOBE are open for your story. This SUPER-SERVICE is yours for the asking.

W. G. JAFFRAY,
President

The Globe
TORONTO

WM. FINDLAY,
Adv. Mgr.

Member Audit Bureau of Circulations

BRANCH ADVERTISING OFFICES:

Western Ontario Office: J. P. McBRIDE, 22 Main Street East, HAMILTON.
Eastern Office: J. C. ROSS, Board of Trade Bldg., MONTREAL.
United States: VERREE & CONKLIN, Inc., Brunswick Bldg., NEW YORK; Steger Bldg., CHICAGO; 11 Lafayette Blvd., DETROIT.
Great Britain: THOS. R. CLOUGHER, Royal Colonial Chambers, 17-20 Craven St., Strand, W.C., LONDON, ENGLAND.

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS
With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance Single Copies 20 cents.
ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 9 SEPTEMBER, 1919

FACTS WANTED

We have referred to the prevalent criticism of Canadian selling and distributing methods. The country has been put to great expense while investigating commissions have found out that it is costing too much to get goods to the consumer, that our present system of distribution is too expensive, and generalizations to the same effect.

What are the facts that support these conclusions? Where are the facts to dispute these criticisms of the ability and efficiency of our Canadian sales executives and their "wasteful" methods?

You who pride yourselves on the results you have been able to secure in your advertising and selling efforts—you who *know* that you are marketing your goods by the most efficient means and at the lowest possible percentage of cost — you who consider that you are getting every possible dollar's worth of orders out of your sales force, and that there is nothing "wasteful" in your methods—are you going to remain silent while you are damned before the consuming public?

Isn't it time that our sales executives met this challenge, offered some defense and justified their methods? We believe that scores of them could do it if they would consider the charge of inefficiency a *personal* one, and met it frankly.

So we are offering $500 or more, in awards to those who will tell us why they believe their selling or advertising is efficient—or to those who will tell us any facts about the selling or advertising methods of any manufacturer or wholesaler which disprove the "wasteful" and "extravagant" charges made against "present distributing methods." See the announcement on page 341 of this issue.

If you can contribute anything from your experience or observation describing what you regard as successful or efficient selling or advertising methods—or if you can suggest how any manufacturer or wholesaler in any line of business might lower his sales costs—please do so. It is not necessary to disclose names of firms or individuals concerned, so long as the facts are right.

This constitutes a challenge to the sales and advertising managers of Canada to justify their methods. Will you meet it?

❦ ❦ ❦

No man is so much alone as a travelling salesman—nor so much in need of encouragement.

❦ ❦ ❦

BARGAINS IN ADVERTISING

Judging by the volume of advertising at present being carried by Canadian daily newspapers, the highest on record, advertisers generally seem to recognize that newspaper space is obtainable at real bargain rates.

For such proves to be the case. Newspaper advertising rates, never any too high, have not kept pace with rising costs. The cost of everything entering into the production and maintenance of a newspaper has in recent years increased from 50 to 100 per cent. So has the cost of nearly everything else, including the price of most papers to their readers. One has to pay a dollar for things which cost fifty to sixty cents three or four years ago.

Yet newspaper advertising space which cost fifty to sixty cents three or four years ago can be bought for seventy-five or eighty cents to-day, in some cases less. In fact, we do not know of a single newspaper worth advertising in at all in which space is not worth, by present-day standards thirty to fifty per cent. *more* than the publishers are getting for it.

The Montreal Daily Star recently issued a circular quoting the minimum rates charged by representative dailies comparable in circulation and value to advertisers, showing that the average minimum rate charged by representative dailies in American cities was fifty per cent. higher than the rate asked by the Star. This is representative of Canadian dailies generally.

Ten years ago one-seventh of a cent a line per thousand of circulation was generally regarded as a fair rate for a newspaper of fifty to one hundred thousand circulation. Taking the depreciation in the value of the dollar into account, one-fourth to one-fifth of a cent per thousand of circulation should be regarded as a fair rate for space in a good daily newspaper to-day—somewhat higher for the smaller city dailies. Yet but few of our Canadian dailies are on this basis to-day.

Advertising is therefor a better buy than ever for those who know how to use it effectively.

❦ ❦ ❦

HAVE YOU A HOUSE ORGAN?

Or do you know of any which are published in Canada?

In next month's MARKETING we are publishing a list of the house organs issued by Canadian firms. We are anxious to have it complete. Will you assist by furnishing us with a list of those which have come to your notice?

AN EMBARRASING POSITION

C. P. A. stands for "Canadian Press Association." It should also mean "Can't Place Advertising"—especially when Government funds are involved. For, as was pointed out in MARKETING a year ago, the publishers' organization cannot undertake the expenditure of Government money among its own members without placing itself and its members in a very embarrassing situation.

But the officials of the C. P. A. (same as last year) have again been successful in securing control of the advertising appropriation for the forthcoming Victory Loan. Or perhaps it would be more accurate to say that the Government has again been successful in getting the publishers' representatives to take the money and spend it. Not that anything improper is implied—though this may be attempted by the Government's critics, to the publishers' embarrassment.

It will be argued that the C. P. A. was asked, urged, even commanded, to take hold and make the advertising campaign a success. Also to give the Loan the required support in the news columns. It is only natural that the Government would desire to get the Press officially back of its efforts to make the Loan a success, incidentally furthering the fortunes of the party in power. If it were needed, doubtless all possible influence would be brought to bear to get the Canadian press, as an organized body, to act for the Government in spending this appropriation among its members. From some standpoints there seem to be many advantages to this arrangement. But not from the publisher's, if the much-talked-of "freedom of the press" is to be preserved.

We strongly support the view of those publishers who contend that any Government's expenditures in the Canadian press should be handled through regular business channels on established business terms. To have permitted any other arrangement was to establish a dangerous precedent. If war-time conditions seemed to justify it, certainly no such justification any longer exists.

❦ ❦ ❦

Some ads remind one of the Boston girl who would not say "chew." When she said "masticate" most people didn't grasp right off what she was talking about.

❦ ❦ ❦

Advertising is like an umbrella. A good time to keep it up is during unfavorable weather.

❦ ❦ ❦

THE WASTE OF WAITING.

Hundreds of firms are waiting—waiting for prices to fall—waiting until there is more raw material—waiting until wages come down or labour conditions become more settled—waiting the return of normal conditions—waiting for all manner of reasons.

They are marking time—drifting—postponing—wondering—fearing—expecting.

They need new buildings, but the directors are horrified at the high cost of construction. They need new machinery, but they are waiting to buy it at lower prices. They would like to improve their organizations, but they think that the times are so out of joint that it is dangerous to start anything new.

They are in a muddle, and as they cannot tell what is going to happen, they are doing nothing—just waiting.

The fact is that thousands of business men are scared to death. Everywhere in business I find frightened men. They are suffering from a sort of shell-shock—a temporary paralysis of the will. All of us, more or less, have lost our energy, and our confidence, and our power of decision.

This must not continue. It is a waste and a danger. We must not wait. We must *act*.

Why wait? We shall never again have pre-war conditions. The world will not be normal for many long years. We are in the middle of a storm and we must go forward in spite of it; there will not be any fair weather for the next five years or longer. If we try to stop still and cast anchor we will be lost. As the old hymn says: "If you tarry till you're better, you will never come at all."

We must settle down to storm conditions. We must recover our will-power and take control of our own affairs. We must be positive, not negative.

We must decide what to do and do it.

There is no more deadly waste than waiting.

Herbert N. Casson.

❦ ❦ ❦

The business that cannot be a success without advertising can seldom be made a success with it. Some firms would lose customers if the limelight of publicity were thrown on their goods or methods.

❦ ❦ ❦

Advertising is to sell goods, not to show what a smart advertising man you are.

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR AUGUST, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	4	720	69,739	754	..	70,493
Farmers Advocate (London)	4	720	49,857	8,021	28	57,906
Farmers Advocate (Winnipeg)	4	720	49,806	1,270	10	51,086
Nor'West Farmer	2	720	45,352	862	56	46,270
Canadian Countryman	5	700	39,821	2,411	..	42,232
Farm & Ranch Review	2	720	31,630	2,341	160	34,031
Farm & Dairy	4	700	25,932	5,745	..	31,677
Farmers Magazine	2	700	25,660	322	94	26,076
Canadian Farm*	4	792	20,823	1,687	187	22,697
Maritime Farmer	2	672	16,055	1,686	1,129	18,870
B.C. Farmer	1	420	7,047	398	81	7,526
Ottawa Farm Journal	9	2,432	69,456	1,640	3,323	74,419
Family Herald & Weekly Star	4	940	53,923	..	1,985	55,908
Free Press Prairie Farmer	4	1,180	27,203	..	3,892	31,095
Montreal Weekly Witness	4	2,110	8,404	..	1,975	10,379

*Does not include mid-week Market Supplement.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR AUGUST, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	30,212	1,150	45
Canadian Courier	3	728	20,931	662	29⅔
Canadian Home Journal	1	800	16,495	478	21¼
Everywoman's World	1	800	13,641	1,291	18½
Canadian Magazine	1	224	10,817	406	50
Western Home Monthly	1	720	10,080	2,020	17
World Wide	5	636	7,083	..	11

Is Your Brand

An Adve
to Ca

The Western Fa

He hasn't
consequent

Fruit for the Prairie farmer is picked
on sale it has neither the appearance
can—also transportation charges ad
prices for fruit that cannot be consid

The West

With your modern methods, your ha
the Western consumer the economies
superior flavor, and in a great many
Canada offer you a market with pra
is easy to win if you cultivate it.

How Do the Re

Over 60% of the stores in Western C
who sell food products are general
96.42% of these 3,640 general stores
towns of under 3.000 populatio
depend chiefly on farmers for their t

Your travellers who sell the retail
will tell you that country stores st
same lines of high class branded g
the city stores.

Ask any Advertising Age
the Western Canadian
or write any of the

The Farm Pa

"Farmer's Advocate" **"C**
(*Weekly*) WINNIPEG (*Member A.B.C.*) , (W
"Canad

These Cans

sement
rs!

SUGAR SHORTAGE

This year more than ever canned fruits and vegetables will be in demand in the West because of the sugar shortage which practically eliminated all home-canning.

is a Stockman and Grain Grower!

ience, or experience for truck gardens or fruit; rely on distant fruit growers for his supply.

ped hundreds of miles. When it is put the luscious fresh picked fruit that you to its cost. He has to pay very high lity:

deal Market

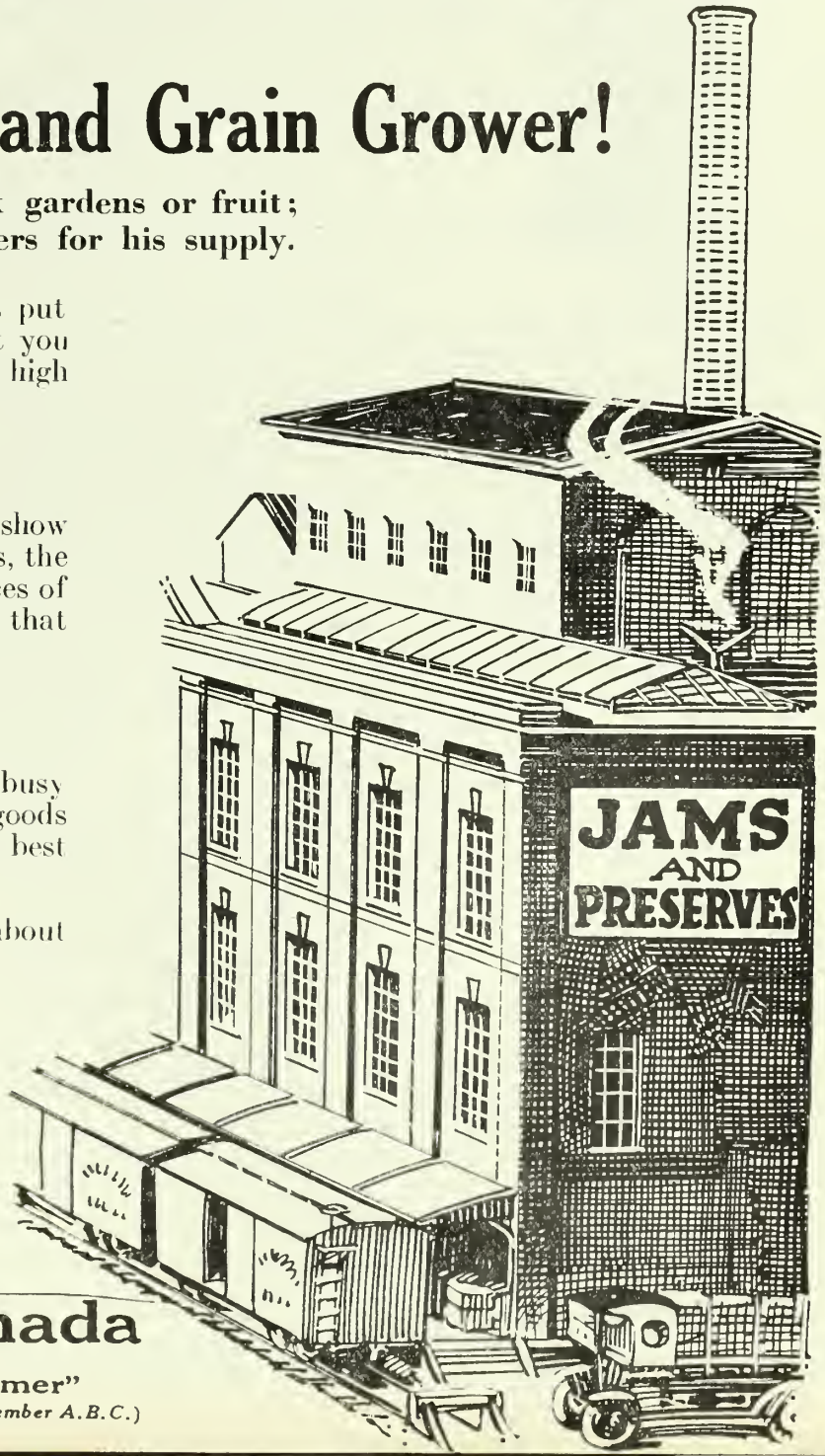
ards, and other facilities you can show gh the use of your canned products, the d nutriment. The Prairie Provinces of osition, a wealthy market, and one that

Sell Your Goods?

know that it is easier for the busy eral store keeper to sell advertised goods hen why not make your goods the best ers that he handles?

manufacturer who is concerned about future of his business should to cultivate this growing stern market.

nation regarding your goods— Farm Journals.



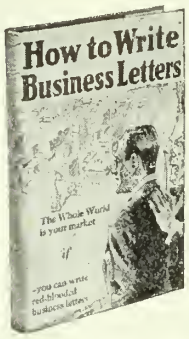
f Western Canada

3' Guide" *ber A.B.C.)*

"Nor'-West Farmer" *(Semi-Monthly)* WINNIPEG *(Member A.B.C.)*

man and Farmer"

How To Write Business Letters



THIS practical book was produced after careful analysis of more than 1900 letters—some unusually successful, others partially so, and some failed of their purpose. This book tells why they were successful or why they failed.

HOW TO WRITE BUSINESS LETTERS takes the actual everyday correspondence you receive and shows you specifically how to answer it with the best results. Shows you with reproductions of actual letters that have sold goods, collected accounts, increased trade and prestige for some of the shrewdest correspondents in America.

Here, too, are reproduced whole series of follow-up letters that have won countless dollars in additional profit. A careful reading of one of the series alone may give you new ideas for your letters worth thousands of dollars.

160 pages, 6 x 8½ inches

Price, $1.50, including packing and carriage charges.

Order from

MARKETING

53 Yonge Street, Toronto

Why He Favors Morning Papers

Chance conversation with large advertiser uncovers an interesting analysis of the attention-value of different media. While recognizing that a similarly strong case could be established for evening papers, as for other mediums, MARKETING offers this advertiser's views for what each reader may consider them worth.

"YES, I should say that if we have a preference as to mediums it is for morning papers," he said. "I consider that they have elements of strength as advertising mediums which peculiarly belong to them."

"For example?" we queried.

"Well, without attempting to detract from the value of evening papers and other media (whose strength may be based on other grounds) I am impressed with the fact that the average good citizen takes his morning paper seriously. As between the morning and other editions of perhaps the same paper, doesn't the morning paper carry the most weight with you?"

"Maybe so," we replied, "but we are interested in hearing your views. Why do you form that impression?"

"Isn't it evident from an examination of the papers? Note the manner of presenting the news, the departments and features of the papers, the general character of their appeal to the interest of their readers. The morning paper is solid and sensible and serious in its presentation of news, and very largely in the news it presents to its readers which is more carefully edited and classified. It is lacking in the lighter features, such as purely entertainment specials, which have become prominent in so many evening papers."

"Well, don't you think the lighter way of presenting the news, even the purely entertainment features you refer to, interest the public—to some extent, perhaps, even more than the matter-of-fact manner of the morning paper?" we commented.

"Oh, no doubt these entertainment features, even to the frothy stuff, interests a considerable public. And perhaps editors have learned that people generally want their news served up in lighter style, *in the evening*. If so, that only strengthens a point I'd like to make. I believe that people respond to a different character of appeal—their interest must be sought by different means, in the evening, than in the morning.

"When I come home at night from my day's work, often tired, sometimes worried with problems or business cares which cannot be dismissed from my mind, I crave relaxation. If I read, something light is preferred. Entertainment of one kind or another, is in order. The evening paper, or magazine, which offers this relaxation, will doubtless appeal to me. And I find my wife in much the same frame of mind. I have also observed a similar disposition among my friends. I've no doubt it is quite common. Probably this is why the news and features of the evening papers are dressed up in the way I have referred to."

"But in the morning when I wake up refreshed and renewed, my outlook on the things of life is quite different. My wits commence to sharpen for another day's duties and problems. I am keen. I read my morning paper eagerly—with a mind especially free of cares and worries, and open to fresh impressions. My tendencies of thought are toward, rather than away from, what I regard as serious subjects."

"The morning paper has first chance at me, while I feel fresh and vigorous. Reading it starts me thinking. I am peculiarly receptive to new thoughts, new ideas. I pick up again the threads of yesterdays happenings. In regard to many things which particularly interest me, I find in my morning paper complete news which was incomplete the night before—certain market reports for example. I am beginning to formulate in my mind plans for my day—about personal as well as business matters requiring attention."

"I've no doubt this explains the situation with business men generally. If so it explains why morning papers are so favorably regarded, and from my experience so resultful, for advertising which aims to interest business men, both personally and in connection with business matters. And in my own opinion this reasoning applies with equal force with regard to the housewife, at least in the better homes. I've no doubt that most intelligent women are readers of morning papers, and that they take what I would describe as a similar 'quality of' interest in them.

"Isn't this opinion supported by the character of the advertisements generally run in morning papers by the department stores and specialty shops. Instead of the bargain sales so generously featured in the evening papers, we find more carefully prepared, often expensively illustrated, announcements of the better classes of goods, finer qualities of wearing apparel, motor-car equipment, housefurnishings and similar appeals to the more deliberate and particular shopper. Doesn't this recognize the different "quality" of appeal of the morning paper? The morning papers seem to be used when the advertising must do some real sales-work.

"There may be a theory that the morning papers do not reach the kind of people who are interested in bargains. But I cannot subscribe to that. I am rather inclined to think that both reach substantially the same kind of people—indeed in most cities they must to a large extent reach exactly the same people. But their appeal is different—as it should be, to meet the situation I have described. The time of day, the frame of mind of the average reader, is what makes the difference—and in my opinion it favors the morning paper for many kinds of advertising. One's attention is more easily attracted, the mind is more readily impressed, purpose more strongly influenced, at the beginning of the day.

"I have sometimes wished that we had more morning papers. And that those we have were more conscious of their influence and more aggressive in extending it."

Manitoba Free Press

WINNIPEG, TUESDAY, AUGUST 26, 1919

MANY MACHINES START IN FIRST AVIATION DERBY

THE FREE PRESS SIXTEENTH ANNUAL CROP ESTIMATE

Wheat 186,225,000—Oats 288,885,000—Barley 46,267,095—Rye 8,470,000—Flax Not Far Enough Advanced to Estimate—Wheat Will on the Whole be a Low Grade Crop—Manitoba Has Best Showing From Acreage—General Conditions Improved in Past 20 Days

NEITHER WISE NOR FEASIBLE TO INCREASE WAGES

Biggest Crop in Four Years Promised in Manitoba

1919 CROP ESTIMATE

	Acres	Per Acre	Yield
Wheat			
Man.....	2,913,000	16	46 608,000
Sask.....	8,879,000	11	97,669,000
Alta.....	3,658,000	6	21,948,000
Oats			
Man.....	1,715,000	35	60,025,000
Sask.....	5,088 000	30	152,640,000
Alta.....	2,811,000	20	56 220,000
Barley			
Man.....	1,082,000	25	27,050,000
Sask.....	643,000	20	12,860,000
Alta.....	470,073	15	7,051,095
Rye			
Man.....	249,000	20	4,980,000
Sask.....	137,000	20	2,740,000
Alta.....	50,000	15	750,000

THE FREE PRESS Sixteenth Annual Crop Estimate, one of the many features which gives the Free Press the prestige of a great Western Canadian institution, shows the fortunate position again enjoyed by the Province of Manitoba from the standpoint of cereal production, at the close of one of the most critical seasons the West has ever experienced.

Manitoba and the great central plains of Saskatchewan, although afflicted to some extent by rust and excessive heat, can be depended on for a substantial crop this year as usual.

In fact, in Manitoba, the Estimate points to a larger crop than has been produced in any of the past three years.

* * *

The great bulk of Free Press circulation is confined to Manitoba and the eastern portion of Saskatchewan.

This means that, as usual again this year, Free Press readers will constitute the most prosperous market to which the manufacturers of Canada can address their advertising.

Manitoba's estimated wheat yield of 46,608,000 bushels exceeds by four million bushels the highest yield of the last three years.

Manitoba Free Press Co. Limited

Winnipeg, Manitoba

Any reliable Advertising Agency will furnish figures and other data concerning Manitoba and the pre-eminent position held by the Free Press in this territory.

EASTERN REPRESENTATIVE: E. J. GUY, 302 Royal Bank Building, Toronto

Your Trade Mark
What is it Worth?

AutoStrop SAFETY RAZOR

You have a trade mark? What is its present market value? That depends on how well it is known, doesn't it?

The Brunswick

The manufacturers of "Pearline" were once offered several million dollars for the name alone. What do you think the name would be worth to-day?

It is common gossip that the makers of Pear's Soap dropped their advertising for one year in the belief that the trade mark "Pears" was widely enough known to require no further publicity. They are now expending, it is said, many hundreds of thousands to recover the trade lost in the meanwhile to enterprising competitors.

If there is a lesson in this for the manufacturer it is that in these days of keen competition, he cannot hope to keep out of the limelight for long without suffering seriously in sales and prestige.

Wear Gossard CORSETS They Lace In Front

That the truth of this axiom is recognized by many is indicated by the fact that our clients, a few of whose brands are shown here, very properly regard trade mark advertising as business insurance of the soundest kind.

NORRIS-PATTERSON
LIMITED
Advertising Agency
10 EAST ADELAIDE STREET
TORONTO, CANADA

WALTHAM
THE WORLD'S WATCH OVER TIME

"It's all in the Service"

Williams Piano
New Scale
ENDORSED BY GREAT MUSICIANS

Dealers Eager for "Helps"

Canadian manufacturers and jobbers said to fall down in cooperating with retailers.

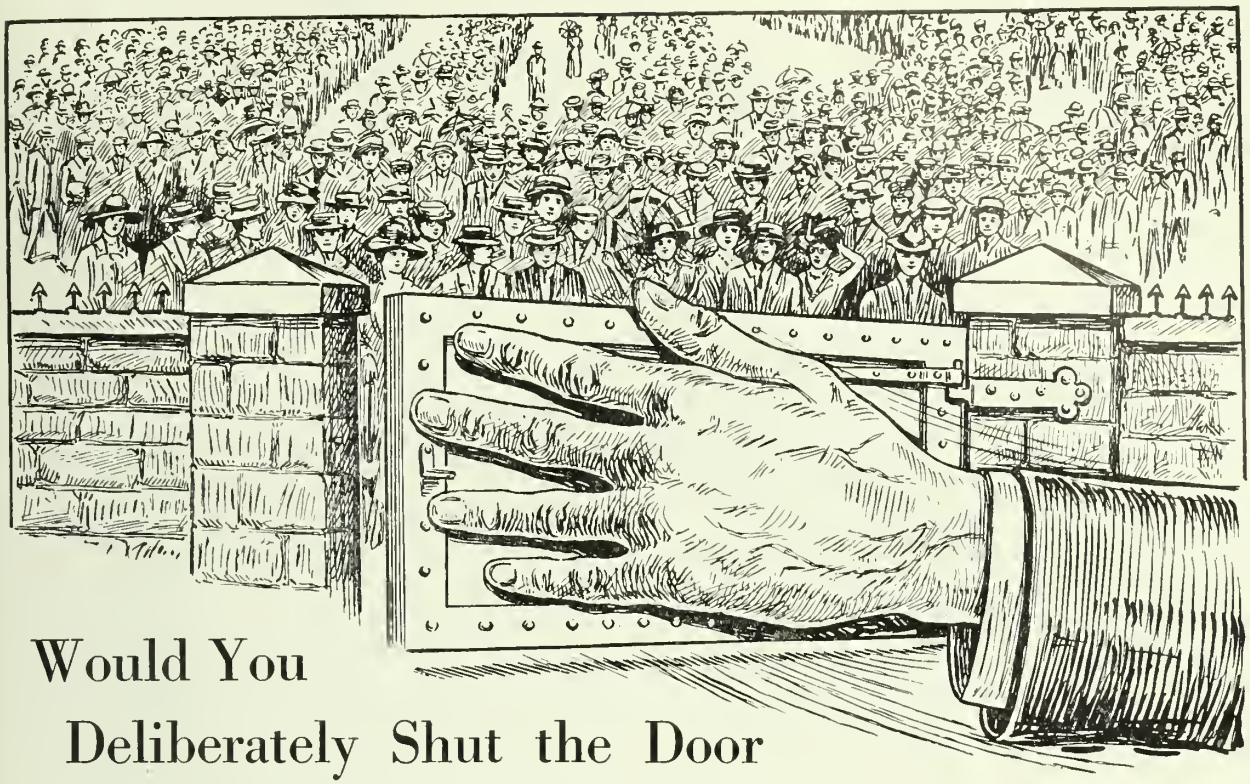
We have frequently heard the advertising departments of manufacturers complain of their difficulties in getting retailer to make use of advertising material which is prepared at great expense especially for the dealer's use.

But evidently Canadian retailers are not "bothered to death" with Canadian manufacturers urging them to make use of display cards, window trims, mailing pieces, newspaper electros and other forms of "dealer helps." Can it be that former enthusiasts in this kind of work have become discouraged?

From out West come more complaints over the failure of Canadian manufacturers and jobbers to assist retailers with selling helps. And these complaints are voiced by the retailers themselves. At the recent Brandon Convention of the Manitoba Retailers some discussion along this line was provoked by an address from F. H. Mann, President of the North Dakota Retail Merchant's Association, in which he described the excellent cooperation furnished merchants by many manufacturers in the United States. He exhibited a variety of "dealer helps" mailed to their customers by advertisers across the line, including posters in two and three colors, and window display material of exceptionally attractive character.

Holding up a very classy poster put out by McDonald Bros., of Minneapolis, showing some striking illustrations of enamelware, Mr. Mann said: "This poster was originally designed to sell the merchant. When the firm sent one to me I was so struck with it that when I went down to the big city the following week I visited the firm and I told them that their poster had quite convinced me as to the merits of their goods, but what I was most interested in was how I was going to let my customers know about it. I suggested to them that they print 2,500 of the circulars with my name and the retail price upon them and furnish them to me at cost price. I promised to take two crates of their goods if they would do that. They said they had never done it before, but the idea caught them and I got the circulars. I featured the goods in the window with the posters prominently displayed; used a mat they gave me to advertise in the newspaper, and sent out the 2,500 circulars to my mailing list. We cleaned out the two crates very quickly, and I sent in my order for more. It was an education to that firm, and they immediately began to work this selling idea with other merchants. I bought 25 sets of dishes from another firm under the same arrangement of being furnished with handsome posters for mailing with such success that the scheme was immediately put into effect in the suburbs of Minneapolis, with the result that the merchants there purchased posters to the value of $1,200."

Mr. Mann went in to tell about the mailing list he has established for boys and girls, and in this connection exhibited another fine poster furnished by an eastern firm illustrating wooden things on wheels, such as kiddie cars, wagons, etc. When the boys got these



Would You Deliberately Shut the Door on Thousands of Your Best Customers?

THAT is just what you do when you attempt—without the aid of the "London Free Press"—to gain the trade and good will of prosperous, free-spending responsive Western Ontario—a population of half a million—most of whom own their homes.

LONDON, CANADA, is a clean, thrifty city of 65,000 in the heart of the chief manufacturing, agricultural and stock district of the Dominion. She is fortunately situated from the national advertisers' viewpoint—and—

The PAID city circulation of the "London Free Press" is almost twice as great as that of the next paper

Paid Circulation over 40,000

Write for research facts, rate cards, sample copies and details of our intensive co-operation with advertisers

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

A.B.C. Audited

A Successful Business

is a successful man in the act of succeeding.

Advertising is the parent of success.

Enlist Advertising.

We are getting gratifying results for clients in all lines.

Federal Advertising Agency

T. H. YULL, Director
LONDON, - CANADA

"PUT US DOWN FOR IT WHEN IT'S OPEN"

These are the words of a manager of a big store in Montreal who asked the price of space in a small town near Canada's big seaport city.

He was advised that if the town looked so good to him, the city and the whole street car proposition was just a larger proportion of the same value.

He Signed the Contract

To convince some people you have to get down to unit basis. When you come to that basis, it is then that the real economy feature of street car advertising is so prominent.

Whether one place at $5.00 a month, or 160 at $800.00 the proportionate values are the same.

Have us quote you direct for advertising your product.

The Canadian Street Car Advertising Co.
LIMITED

TORONTO MONTREAL WINNIPEG

posters, he said, they simply worried the old man until he came down and bought one of those carts. A boy thinks he is a real little man when he gets a personal letter from our store.

The speaker went on to display posters on sweaters, hardware and groceries sent out as selling aids by manufacturers and told of the cuts supplied free to merchants for newspaper advertising. He showed one circular illustrating a line of goods known as "Little Togs' for children which he said brought in big returns. All of these circulars bear the printed name of the Mann store and the retail prices plainly marked. The impression given the customer was that these handsome circulars showed typical enterprise on the part of the store. There was nothing to indicate that they had been prepared by the manufacturer or jobber.

One large wholesale grocer produced and sent out to the merchant hundreds of four-page folders in July of each year bearing the inscription, "Harvest and Threshing Season ants." The folder was printed on chrome colored paper, and carried a picture of a harvesting scene. It also carried the merchant's name, and a detailed list of goods marked at retail prices.

"There is not a town of 100 population in Western Canada where modern merchandising methods cannot be established," said Mr. Mann. "If they haven't got a newspaper they can mail out their advertising. I am a booster for the newspaper. It is the greatest business-getter we have, and I cannot understand why so many merchants are losing the wonderful opportunities afforded through this medium.

Offer $100 for Best Advertisement

The proprietors of EVERYWOMAN'S WORLD are offering $250 of prizes for the best four advertisements featuring the value of their magazine to advertisers. Only copy and layout are required—suitable for publication in MARKETING—and all available data, including advertising matter used in the past, will gladly be furnished anyone interested. Here's a chance for those who think they can write good copy to pick up a little easy money.

W. M. Mackay, President of the Association of Canadian Advertisers met with a painful accident a few weeks ago when he collided with a street car while driving his "Dodge." Both cars are also laid up for repairs.

The Kingston Whig published a "Bigger Kingston" edition the middle of August to celebrate the installation of its new Rotary Webb Perfecting Press. An issue of forty-eight pages pictured and described some of the interesting history of Kingston, including interesting reminiscences of the early days of the Whig. The new press can print 10,000 twelve to twenty page papers an hour, and embodies practically all the latest improvements in printing machinery, enabling it to turn out a paper equal to the largest metropolitan dailies.

The Gazette

Canada's Best Newspaper

MONTREAL

Member A. B. C.

Only English Morning Daily

3 cents a copy—$8.00 a year

The Advertiser appealing to men has always realized that *The Montreal Gazette* ranked as the leader amongst the **result producing** mediums of Canada. In late years he has learned that its appeal to women with real purchasing power is equally potent.

A newspaper that is bought because it is **THE BEST** newspaper in Canada carries the advertiser's story where it will do the most good.

Representatives:

TORONTO:
W. T. MARTIN,
123 Bay Street

OTTAWA:
JOHN BASSETT,
26 Central Chambers

NEW YORK:
GILMAN & NICOLL,
World Building

CHICAGO:
RYAN & INMAN,
McCormick Bldg.

LONDON, ENG.:
JOHN KIDMAN,
Kingsway House, W.C.

The July Advertising record of the

Kingston British Whig

shows a total of 401,226 agate lines.

This is a larger amount of advertising than this newspaper ever carried in one month, with the exception of December, when a big Christmas edition is issued.

The increase over July of one year ago is 57,981 lines, and the lead over the next Kingston paper 71,442 lines.

We thank you.

Head Your Maritime List with the St. John, N.B. Telegraph-Times Combination

The great province of New Brunswick, whose industries are throbbing with unprecedented activity, stands ready to consume more of your goods than ever before, Mr. National Advertiser.

Make your Maritime list a strong one—and get the maximum of business here for you.

Head it with St. John's combination for quick results—The TELEGRAPH-TIMES-STAR, offering more than 30,000 net A.B.C. circulation daily, with very little duplication.

The cost is a flat one of five cents a line—making it particularly attractive. Your agent will tell you more about it—or write direct.

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A.B.C. Papers in New Brunswick

What Might Have Been

The other day—July 22, 1919—Samuel Colclesser died in the little town of Eldorado, Penn. He had lived all his life in the house in which he was born. He succeeded his father in the business of making axes and other edge tools of a quality probably the best made in America, if not in the world. The Colclesser quality has been known by many users of tools for three-quarters of a century. The United States Government knew Colclesser quality and used the knives and axes made by Colclesser Brothers in the forestry service, and sent bolos made by them to the Philippines. Their hunting knives and edge tools are sent all over the world, to men who know about them. Pennsylvania railroad employees who wanted the best tools always bought Colclesser tools. Samuel Colclesser was considered one of the best experts in the world on the tempering of steel and the making of edged tools from steel.

But did you ever hear of him before?

Did you ever see a tool made by Colclesser Brothers?

I am wondering if Samuel Colclesser ever made a net profit of $50,000 in any year of his life. I am wondering if his fortune will not be found limited to a few hundreds of thousands of dollars.

There was an industry that should have been ten times as large as it is—perhaps a hundred times as large. It should employ ten times as many workers as it does, at least. It should have been ten times as valuable to its community as it was. It should have provided that good and philanthropic man, Samuel Colclesser with many millions of dollars for him to give to the charities that he loved to help, even if he did not want any more money for himself or for his family than he made.

But, if Colclesser Tools were ever advertised I never heard of the fact, and his shop was just outside of my own old home town.

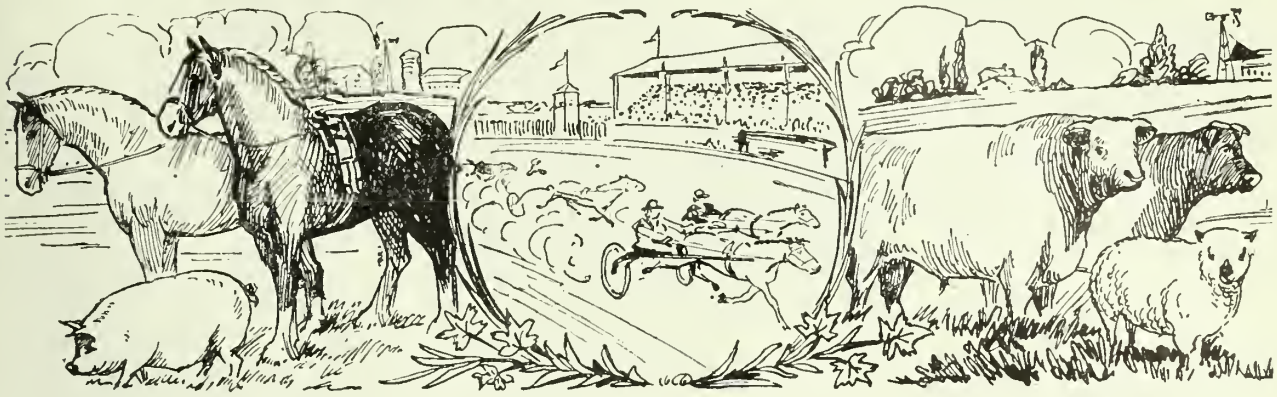
What a pity—what a pity—that the world should not have been told more about Colclesser Brothers and their splendid tools. Millions of people have been paying the same prices for axes and edge tools of vastly inferior quality because Colclesser tools were not exploited and produced in vastly larger quantities.—W. R. Hotchkin, in Printers' Ink.

❦ ❦ ❦

H. C. Mendoza has been appointed sales representative for the Aromint Mfg. Co. Ltd. for Canada. Until recently he was sales manager of the Canadian Chewing Gum Co.

❦ ❦ ❦

G. E. Whitehouse, founder and editor of Impressions, a magazine which is very popular with British business men, was a recent caller at the office of Marketing. He has been making a trip through Canada at the invitation of the Canadian Trade Mission in London, which will publish his impressions of his visit in the principle English dailies as an advertisement for Canada. Mr. Whitehouse also plans to devote an early number of his magazine to articles describing what he has found out about Canada of interest to British business.



"By Their Works Shall Ye Know Them"

A DISTRICT that can maintain a large and steadily growing annual exhibition—is a district where prosperity and progressiveness go hand in hand—and one that the up-to-date advertiser cannot afford to overlook.

The prosperous section of Central Canada holds an exhibition annually—known as the "Ottawa Fair"—which is the second Exhibition of importance held yearly in the big Dominion. Merchants, manufacturers, farmers, and the Government—all use this Fair as a medium for showing the residents of Central Canada and outsiders just what Central Canada's resources are in all lines.

The Fair itself is a monster show—and boasts of the largest Pure Food Show in the Dominion—gives away annually $25,000 in Live Stock prizes—puts up purses aggregating $5,000 for Horse Racing—holds a big Poultry Show with big cash prizes—and expects this year to hold a three-point Dog Show. In addition to this—there is a large exhibit of Dominion Allied War Trophies—big Experimental Farm exhibits—a better Baby Show—a large improved Midway—and a magnificent Grand-Stand Show for entertainment features.

This Fair is supported and patronized by the large progressive population of Central Canada—who are all within the range of influence of the Ottawa newspapers—and many outsiders.

"Tell it" to this "Progressive District"

By Advertising in the columns of the

Ottawa Daily Newspapers

The Journal
Dailies

Ottawa, Canada

The Citizen
Dailies

Results in Advertising

Can be obtained by advertising in the best medium in the district in which you wish to advertise.

THE GALT REPORTER

is the only Daily paper in South Waterloo, which is a very prosperous district, and by advertising in its columns you will obtain excellent results.

Write to any standard agency, or to us, for rates.

Member Audit Bureau of Circulation.

Dominates the Local Field

IN the Twin City of Kitchener and Waterloo the DAILY NEWS RECORD dominates the field. It carries the bulk of both local and foreign advertising, and has the only A.B.C. guaranteed circulation in Waterloo county. The News Record is delivered into 76 per cent. of the nearly 5,000 homes in the community, and will make money for the advertiser who carries on a persistent and consistent campaign in its columns. It has made money for others and will do the same for you.

KITCHENER NEWS RECORD

Kitchener's Leading Daily. *A.B.C. Circulation*

The Continental Publishing Company, publishers of EVERYWOMAN'S WORLD, are announcing the forthcoming publication of a new monthly magazine for French-Canadian homes, called "Le Canadienne." This is the first time a magazine of this character has been issued in Canada. It seeks to serve a very important field, not now being covered, and should meet with considerable success.

That Liquid Veneer Cow

A recent item in the daily papers throws a little light on the possible connection of Liquid Veneer with the cow, referred to in last month's MARKETING, and much discussed in advertising circles. A dispatch from Buffalo states that a committee of the Holstein-Freisian Association is taking testimony regarding alleged fraudulent tests of Holstein stock, and that the Committee had before it the confession of a former herdsman at the "Liquid Veneer" cow's farm, in which he is said to have stated that he "helped" by surreptitiously putting cream into the milk pails while certain tests were on. Mr. Cabanas, who is sponsor for both Liquid Veneer and the cow appeared before the Committee and announced through his lawyer that he would defend the records. This may be one of the results of tying Liquid Veneer cans to this cow's "tale." We trust that her record will not require any applications of Liquid Veneer to restore its brilliance.

WE SPECIALIZE IN

FOLDING BOXES

CONFECTIONERY BOXES MAILING TUBES

ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL

Quality and Service

Dominion Paper Box Co., Ltd.

TORONTO, Ont.

PUBLISHERS ADVERTISING MEN

Be sure you are on our list. Do not miss one single copy of our

"QUALITY AND SERVICE"

During the year 1919-1920. Our fourth year of honest endeavour to serve the Trade. Send your name now to

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED FOUNDED 1866

1866 *LONDON, CANADA* 1919

—IS—

The Oldest and Leading Agricultural Paper

in the Dominion of Canada.

To make this claim is no idle boast.

In 1866

The founder (the late William Weld) declared his faith in the Agricultural Industry of Canada by establishing this Agricultural Journal—

The Farmer's Advocate and Home Magazine

And from the very first issue he determined that it should ever remain true to its name as the "ADVOCATE" and champion of the rights of the farmer and his family.

For fifty years and more this policy has been rigidly adhered to without fear or favor, and without regard to expense to maintain this publication worthy of its name.

It is because of this continued policy that our readers have learned to value the regular arrival of The FARMER'S ADVOCATE in their homes, and also to renew promptly their subscriptions from year to year, paying the full subscription price—$1.50 in advance.

As a result of this established "reader confidence" the advertisements have produced large results. The space used by the advertisers has also increased, so that for the year ended June 30, 1919, the advertising space exceeded that of the year previous by 544 columns or 97.920 lines.

For these and other reasons that might be given, The FARMER'S ADVOCATE AND HOME MAGAZINE has a perfect right to the claim of being the Leading Agricultural paper in Canada.

Send for sample copy, and any information required will be promptly furnished on request.

The Farmer's Advocate and Home Magazine

Published by

The William Weld Co., Limited

LONDON, CANADA

(Member of A.B.C. since its inauguration)

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Eastern Representative: WILLIAM F. HARRISON, 609 Lumsden Bldg., Toronto

Town Advertising is Handicapped

Dear Sir:

My attention has been drawn to your issue for August, 1919, and the observations of the month's advertising by "Observer." I am naturally particularly interested in what is said of tourist advertising, especially as one of my ads is reproduced. Of course, I am rather gratified at that ad. being reproduced, even if for purposes of criticism.

May I say that those criticisms, if they may be called so, are quite correct. We would be able to make our ads very much stronger and probably accomplish much better results if we could make them definite as to localities, rates, etc., rather than general, but I am sorry to say that this is impossible. We are spending government funds of two states and a province, covering six hundred thousand square miles of territory, and we could not specifically refer to any one section without giving it preference over all the rest, and the territory is too large for us to cover the whole thing specifically in many years advertising.

Therefore, we must continue to try to drive home to those in search of a vacation the Pacific Northwest as a whole, even at the risk of indefiniteness and to allow the people to select any section of it they please in which to spend their vacation.

I have pleasure in forwarding you a full set of our booklets for your information. I am,

Yours faithfully.,

HERBERT CUTHBERT,
Executive Secretary.

INSIST ON CANADIAN-MADE PAPERS

The "R SHIELD" watermark guarantees "Rolland Quality"

CANADA'S LEADING WATERMARK

In Bond, Writing and Ledger Papers, the "R Shield" Watermark is your guarantee of Superior quality

Superfine Linen Record — Empire Linen Bond
Earnscliffe Linen Bond — Colonial Bond
Mount Royal Bond

Ask your printer

The ROLLAND PAPER COMPANY, LIMITED
High Grade Paper Makers since 1882
Montreal, Que. Mills at St. Jerome, P. Q., Mont Rolland, P. Q.

FOR SALE

MOTOR, 10 horse power alternative current with controller, $400.00.

Apply

LE DROIT, OTTAWA

The Glace Bay Gazette

The Gazette has the largest circulation of any afternoon paper in Eastern Nova Scotia. Average sworn daily circulation for six months ending June 30th, 1919, 5916.

The Gazette reaches readers in all parts of Cape Breton. Its readers include 20,000 industrial workers and the professional, mercantile, agricultural and seafaring classes in the greatest wage-earning community per capita in Canada.

Glace Bay is the largest incorporated town in the Dominion of Canada. Population 20,000, inside its incorporated limits.

The Gazette is the only newspaper published in Glace Bay, its nearest competitor being 16 miles away.

Glace Bay has twenty-one coal mines, where over ten thousand men are employed, whose wage earnings average over $70,000.00 a year.

The Gazette has from 8 to 16 pages. Length of column 16 inches. Width of column 13 ems. 7 columns to page.

If you want to practically cover Cape Breton County with but one paper, you will make no mistake if you advertise in The Gazette.

Splitdorf Spark Plugs in Canadian Countryman Exclusively

Like the Hudson Motor Car Co., B. F. Goodrich Co., Canadian Fairbanks-Morse Co., and many other well-known advertisers, the Splitdorf Electrical Co. made Canadian Countryman their first choice among the farm papers of Ontario. On their advertising of Splitdorf Spark Plugs they came into the farm papers of Canada for the first time this year. For Ontario the list was to include only one paper, of that class, on this initial campaign. In the judgment of the Splitdorf Co., Canadian Countryman was the best of available publications.

With the manufacturers of automobiles, tires and accessories, the farm press of Canada will take on an entirely new importance during the next few years. To the farmer the automobile is becoming a business necessity. The increase in demand for cars from the farm field has been tremendous in the last five years, as may be gathered from the following figures:

	Cars Registered in Ontario	Owned by Farmers	Percentage Owned by Farmers
1913	23,700	966	4%
1918	101,400	37,262	36%

And it is acknowledged that this represents only a good start in the development of the sale of cars to the Ontario farmer. The market for tires and accessories will show a corresponding growth in the same direction. The above figures are those compiled by the Ontario Department of Highways. The total number of registrations in Ontario up to the end of 1918 was 109,400, but at the time the survey of the Department of Highways was made there had been only 101,400 registrations.

The time is not far distant when the great majority of automobiles registered in Canada will be owned by farmers. Taking into consideration the farmer's real need for an automobile, his high average purchasing ability, and the rate at which he has been buying in the past five years, there is every reason why manufacturers of automobiles, tires and accessories should provide, in their advertising plans, for large campaigns through the leading farm papers of Canada.

THE CANADIAN COUNTRYMAN

GOODYEAR BUILDING - TORONTO

Member A.B.C.

TRANSLATIONS

English into French

Advertising Booklets, Catalogues, Circulars, Posters, Technical Literature

Why not secure expert service at once? It saves time and trouble.

LEON A. ARCHAMBAULT

Apt. 18, 224 Stanley St., MONTREAL, P.Q.
Telephone Uptown 4044

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability.

The whole story will be told by a glance at an Ad-Art realistic view of your plant.

AD-ART
STUDIOS
Producers of Advertising Art
7 Victoria Block-Windsor, Ontario

Estimating Sales Possibilities

THE great mistake of most manufacturers is to estimate the "possible absorption" of their commodity, in any market. Of course, the laws of physics tell us that water will absorb its own volume of carbon dioxid, under ordinary conditions. And some men would let it go at that. But physics also tells us that it will absorb double its volume at two pressures of atmosphere, and more according to the pressure applied.

So, when the market absorbs the production of a given product, it only indicates what will be absorbed under the present pressure. It is just as true of almost any given product, as it is sure of water. If the market has any affinity at all for a commodity, its absorption by the market may be increased to any degree desired, if the added production and advertising pressure are applied to it.

The manufacturer who to-day thinks that he is producing all of his commodity that the market will absorb, is probably standing in his own way and restricting the output of his factory as well as the prosperity of his workers and the progress of his community.

Fields Where Only the Surface has been Scratched

These are a few of the things to think about, when considering whether your sales might not be increased:

1. How many people do not buy my product at all? How can I reach them more directly?

2. How many people buy only one of my product, when they might find good use for two or more? How can I prove it to them?

3. What other ways can my commodity be used, than those in, or for, which it is now commonly used? How shall I best explain this to the public?

When women used talcum powder on their faces only, the sales volume was small. More was sold when they began to use it on neck and breast, and vastly more when many used it over the entire body, after a bath, or instead of a bath!

Then men began to use talcum after shaving, and they also grew into the habit of using it all over the body, after a bath. Thus the volume sold grew with the added users; but still more widely with the added uses.

To-day think of how many homes have one pair of scissors, when they would be more conveniently equipped if they had three. Think of the homes where two or three men use the same safety razor! An unwholesome and unprofitable condition.

Think of the men and women who worry every week because their garments don't get back from the laundry soon enough—when the only thing wrong is that they don't have enough

(*Continued on page 347*)

ARE YOU INTERESTED

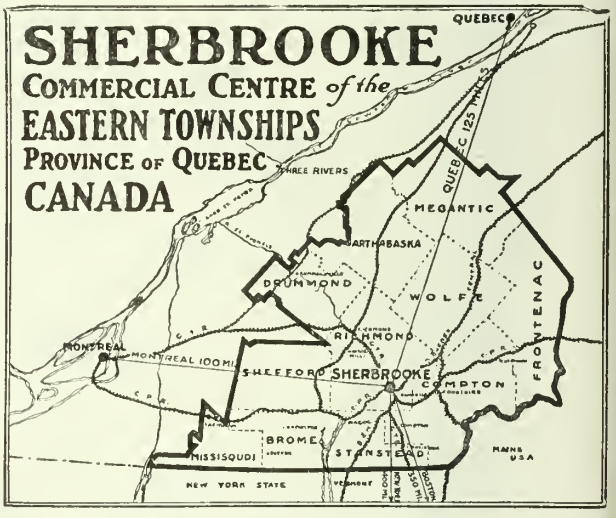
in the following market: 200,000 people out of a population of 265,000, in a community *exporting* annually minerals worth $6,000,000, dairy products worth $12,000,000, manufactured products worth $12,000,000, pulpwood, pulp and paper worth $15,000,000? These are only a few of the sources of wealth of the Eastern Townships.

This is the field covered exclusively by

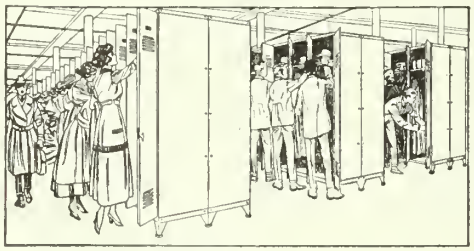
LA TRIBUNE, Sherbrooke

The only French daily paper published in the Eastern Townships, or within 100 miles of Sherbrooke.

Member of A.B.C.



Introduce Steel Lockers
as an *Investment*



YOUR employees will appreciate the extra comfort, security, convenience and cleanliness of handsome Dennisteel lockers.

Built of high-grade furniture steel, smoothly finished and given successive coats of baked-on enamel in Olive Green (standard), French Grey, Khaki, Corona Green or other color desired. The name

DENNISTEEL

has come to represent Canada's best in steel lockers, shelving, cabinets, bins, etc.

We have pioneered in this industry and maintain our leadership by uniform excellence of product. Let our Engineering Dept. assist you with plans, detail drawings, estimates, etc. Write for illustrated folders to-day.

Halifax Montreal Ottawa Toronto Hamilton Winnipeg Calgary Vancouver

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Marketing
and Business Management

Offers $500 in Awards

for articles dealing with any phase of selling or advertising, containing practical answers to the problem of

"How to Lower Sales-Costs"

Manufacturers and jobbers are realizing as never before that the cost of selling goods must come down. The High Cost of Living Commission has declared that there can be no material reduction in prices except by lowering the cost of distribution.

The Royal Commission on Industrial Relations reported that "workers blame the *present expensive system of distribution*, and declare that there are too many middlemen." What do these workers mean? In what particulars is any "system" of distribution too expensive? Avoiding these generalizations, let's dig up some facts.

What is Wanted.

Can you tell of an example of a *too expensive* method of distribution, and show how selling or distributing cost could be lowered? If you know of any line of trade in which there are *too many middlemen*, can you suggest how they might be eliminated? If you know of a specific instance of "too much spread" between manufactured cost and retail selling price, tell how you think it could be cut down. If we are to have increased efficiency in selling we must know *where* and *how* economies can be effected.

What are some of the things that can be done to reduce selling costs? How can any manufacturer or jobber get more orders per dollar of sales or distributing expense? Can you tell of anything which *has been done* by any manufacturer that has resulted in lower sales-cost? Do you know of any plan of packing, shipping, advertising, organizing or management of salesmen, or office method, which has increased sales efficiency and lowered distributing costs? Can you tell of any manufacturer whose selling costs are NOT too high? Or how letters, circulars, catalogues, house organ, or other advertising has increased sales per dollar of expense?

Scores of men know such facts, and should contribute to help solve this problem.

Six Awards Are Offered:

For the best Article received "MARKETING" will pay $150
For the next best Article, $100 For the two next best, $75 each
And for the two next best, $50 each

All other articles submitted, found suitable for publication, will be paid for at regular space rates. The judgment of the Editor will determine the awards, and must be accepted as final. Should insufficient articles of merit be received, the right is reserved to withdraw any or all of the awards offered, or to increase the awards if the number and character of the contributions merits it. Contributions competing for these awards should reach the Editor of "Marketing" not later than November 1st, 1919. Articles of about 2,500 words are desired, or longer if necessary, and may be illustrated. Awards will be based on the practical value of the information or suggestions they contain. Literary style is unimportant. Facts from actual experience are wanted, or ideas, criticisms, suggestions or proposals for any specific way in which selling or advertising methods might be made more efficient in any line of business. Contributors may deal with sales or advertising campaigns, actual or proposed, sales methods, sales organization, sales management, packing, shipping, dealer relations, advertising of any kind, or any phase of selling, advertising or distribution of manufactured products. There is no restriction as to the number of awards to be won by any one contributor. Two or more articles may be submitted, and will be judged independently. Articles dealing with selling or advertising in Canada will receive preferential consideration.

Sales and Advertising managers are particularly invited to offer the best of their experience in meeting the prevalent criticism of Canadian selling methods. Any further particulars may be secured by writing

Editor "MARKETING," 53 Yonge Street, Toronto, Canada

Your Advertising Problem

Boiled down to its simplest element is:

A means to attract and influence the greatest number of people with the greatest frequency for the least possible cost.

Consider the Poster!

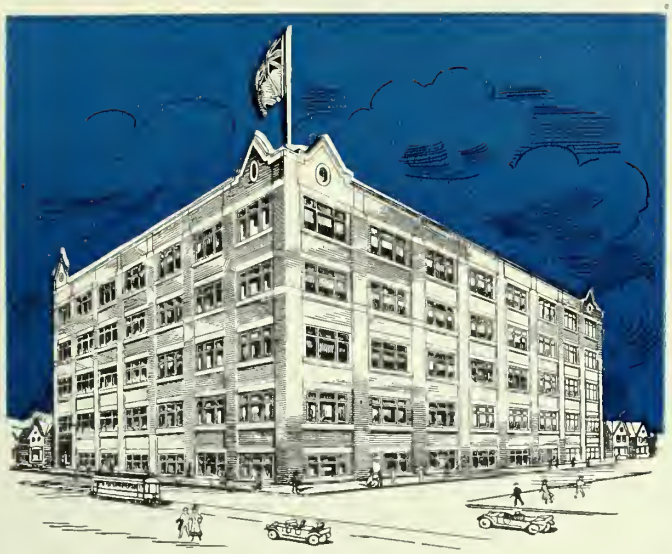
Of tremendous size—IN COLOR it cannot fail to attract and influence. Always in sight—morning noon and night—to-day, tomorrow and everyday. This surely means frequency of appeal. Poster advertising is economical but extremely efficient, and cannot be shoved in a corner and eclipsed by something else.

Posters Solve Your Advertising Problem

Poster Advertising Association of Canada

E. C. GOULD, President
Brantford, Ont.

W. W. SCANE, Secretary
Chatham, Ont.



the house that Service built—

To Our Advertisers,
Subscribers and Readers—

Thanks!

Thanks for your appreciation of the service rendered to you in

EVERYWOMAN'S WORLD

CANADA'S GREATEST MAGAZINE

Whether you read or advertise in Everywoman's World, you have had a great part in making the above building necessary to house the "MAKING OF OUT-AND-OUT CANADIAN MAGAZINES."

We have been glad to bring to you instruction and pleasure or profit through our editorial contents, or we have been glad to carry your advertising message to more than a hundred thousand homes into which Everywoman's World has the pleasure of going each month. We trust all our associations have been to your profit and that they will continue to be so.

To-day it is a pleasure to announce the completion of the "*Continental Combination*" to render a most complete advertising service by the opening of

EVERYWOMAN'S
NEEDLECRAFT COMPANION

for a limited number of advertisers, and by the addition of a new magazine—to be the first home magazine for Canada's almost three million French. We announce

LA CANADIENNE

(For full details see the next two pages)

Continental Publishing Co., Ltd.

Winnipeg TORONTO Montreal
Chicago New York
London, England

Announcing the rounding out of the "Cont
an effective advertising campaign and th

Everywoman's World

COVERS CANADA as no other publication in the world covers its own specific field, going as it does into one in every seven or eight of the best English-speaking homes from coast to coast.

Any advertising campaign in Canada is incomplete without Everywoman's World.

Flat rate, 85c. a Line

Guaranteed Circulation 100,000 A.B.C.

"La Car

The Magazine of

J.-L. K.-LAFLAMME, Editor

Demonstration copy—the Christmas
distribution of 25,000 copies. Page
monthly issues commencing March,

Almost one-third of the population of Ca
ferred language—two and three-quarter m
no magazines such as The Ladies' Home
Saturday Evening Post, or Everywoman'
demand of the leading advertisers for a s
serve the French-Canadian home, has, a
ditions, prompted this move to give Fre

"La Canadienne" will be edited along
the different atmosphere of the French-C
is to interpret the sentiment of the Fre
ideals, to supply and perpetuate the best
French-Canadian housewife in her daily
Canadian a magazine the equal of the
Everywoman's World. It will be popula
on the same high-grade stock as Everywo
printed in full colors. It has the appro
church, state and laity.

**A real answer to the demand for more
Canadian, who offers a market in all a
but for full data, read the startling fac
which is of vital interest to every nation**

PRESENT ADVERTISING RATE, 30 cents a line flat.

Rates will go up as soon as circulation organization begins to roll in the
protected for one year—twelve issues. Phone y

CONTINENTAL PUBLI

La Canadienne Editorial Offices: 212 McGill Street, MONTREAL, Que. *Everywoman's World*

ADVERTISING OFFICES—Head Office, Toronto; Montreal, J. P. Kelly, Manager, 212 McGill Street; Ch

l Combination" —so that it in itself offers
hly covers Canada—by the addition of

lienne"

peaking Canada

A. B. C. Membership applied for

ovember 20th with a guaranteed
Everywoman's World. Regular
on 20th of the month previous.

, reads and writes French as their pre-
of manufactured products. They have
ictorial Review, Good Housekeeping,
This fact, coupled with the reiterated
zine "like Everywoman's World" to
ars of study of French-Canadian con-
a magazine worthy of its audience.

r to Everywoman's World, but to suit
ne. The function of "La Canadienne"
an home—to foster French-Canadian
nch-Canadian literature, to serve the
ther words, to supply for the French-
ne Journal, Saturday Evening Post or
al and appearance. It will be printed
, and will have similar de luxe covers,
port of leading French Canadians of

**f selling good goods to the French-
one-third of Canada's population—
klet, "Canada, One-Third French,"
rer and will be sent free on request.**

Everywoman's Needlecraft Companion

GIVES the longest life to your sales message that is obtainable in any publication. For Everywoman's Needlecraft Companion goes to those subscribers to Everywoman's World who wish special information on needle work for which there is not sufficient space in Everywoman's World. These readers pay 24c. for the four quarterly copies of Everywoman's Needlecraft Companion and use it regularly for reference on knitting, tatting, crocheting, embroidery, dress making, designing and needle work.

Same size page as Everywoman's World.
Flat Rate, 25c. a Line.
Circulation in excess of 40,000 copies each issue.

ers, in full colors, $350.00; outside back cover, $450.00.
above the 25,000 mark. Reservations for regular insertions made now
ow to reserve space for you in the first issue.

COMPANY, LIMITED

TORONTO, Ont. *Everywoman's Needlecraft Companion Editorial Offices:* TORONTO, Ont.

Manager, People's Gas Building; London, Eng., W. A. Mountstephen, Manager, 16 Regent St., S.W.

WHO'S THE BEST AD. WRITER?

Can you write a Page of Copy worth $100.00 in Cash?

Is your copy better than the other fellow's?

Do you want to increase your reputation as an advertising man?

Can you use a $100.00 or $75.00 or $50.00 or $25.00?

Say "yes" to one of these questions---and you're due to get the data and sit right down and write an ad. for

EVERYWOMAN'S WORLD

Canada's Greatest Magazine

An ad. to fit this page---copy and layout only---art work not necessary---but read all the conditions of this big

$250.00 in Prizes Ad.-Writing Contest

First Prize - - - -	$100.00
Second " - - - -	75.00
Third " - - - -	50.00
Fourth " - - - -	25.00

THE SIMPLE CONDITIONS

No art work necessary—only copy and layout are required.

"Ad." is to be size for full page of this publication.

No one is barred but our own employees and their immediate families.

Entries must be in by October 1st, at 5 p.m., when contest closes.

Any contestant can make as many entries as desired—but can only win one prize.

Announcement of winners will be made in the October issue of this publication.

The judges will be the members of the Directorate of EVERYWOMAN'S WORLD, whose decision will be final in all respects.

All available data and information, and the current promotion matter of the publication, will be gladly furnished to contestants who write asking for same. Remember the closing date—October 1st, 5 p.m.

Now's the time to start right in to win.
May we make that Check for the Hundred out for you?

CONTINENTAL PUBLISHING CO., Limited

TORONTO : ONTARIO : CANADA

garments to get along with between launderings and so worry all their lives, for the lack of a small investment.

Think how many homes have no fire extinguisher in them—no step ladder—no gas tongs. Think of the men who have no humidor to keep their cigars right. Think how many rusty old suit cases and hand bags are doing poor service—that their owners should be ashamed of them.

Now let's get right down to your commodity—

You have most of the statistics. Why can't you sell more goods? Is the commodity made right, or could it be improved and the improvement made a big talking point? Is your advertising the best possible, or could it be improved? Could it get more attention? Could it be made more interesting—more convincing?

How can you make people feel that they just can't get along without it another day?

That is the point to concentrate on!

How often do *you* do it?

How often do your sales manager and your advertising manager and your advertising agents concentrate on that problem?

To be merely making a gain of ten to twenty per cent. may be putting off progress until the next generation! Why not do the big thing now? There never was a time in the history of the world when opportunity was so wide open as now. This is not the time to increase your business one or two tenths; but to increase it one, or two or four or five times!—W. R. HOTCHKIN, in Printers' Ink.

A House Organ Enthusiast

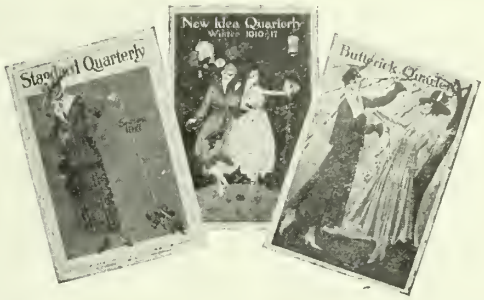
W. S. Cumming, editor of Stephen's Paint News, a house organ issued by G. F. Stephens & Co., of Winnipeg, writes that when he got the last issue of MARKETING his "attention was immediately attracted, and rivetted, by the excellent article entitled "Should We Publish a House Organ" by W. J. Healy.

"As a simple enunciation of principles underlying the editing and publication of a successful House Organ" he says, "this series of articles promises to be invaluable to anyone who has undertaken, or considers undertaking, this modern means of advertising and cementing good-will between the House and its customers."

He greatly appreciates the first of Mr. Healy's article, and is looking forward eagerly for the next. Thank you, Mr. Cumming—also others who have written in appreciation of articles which have especially interested them. More frequent are the kind words in appreciation of the general contents of MARKETING. Encouragement is a great stimulator of effort, isn't it?

Val Fisher of the London, England, ADVERTISING WORLD has been spending a few weeks in Muskoka with W. A. Lydiatt of MARKETING, in the effort to get back his health and strength. He left September 1st to spent a month in the Officer's Convalescent Club at Cuttyhunk, Mass., where he hopes to get special treatment still needed to fit him to resume his work.

News of New Styles



Advance news of unquestioned authority !

Do you know of anything so interesting to so many women ?

The information in the Quarterlies is as important to the woman shopper as are market reports to farmer, manufacturer or merchant, or as are stock exchange quotations to the broker or investor.

No other subject gets so much and so frequent attention from women with money to spend—particularly those with families to dress.

Watch any woman with the latest style quarterly, and you'll have no doubt of their value as an advertising medium.

Canadian
Butterick Quarterlies

Bought by the women customers of 3,000 Canadian retail stores, as a guide to their purchases. Recognized by the merchant as a powerful trade influence. Issued quarterly, sold every month in the year.

For particulars as to rates, circulation, etc., write

Manager Advertising - 53 Yonge St., Toronto

Quality and Service

MULTIGRAPH LETTERS

Best Produced Anywhere

Addressing Folding Mailing

HARRY EDWARDS & SON

E. BENNETT, Manager

152 Bay Street, - - TORONTO

PHONE ADELAIDE 3313

The PORT ARTHUR DAILY NEWS-CHRONICLE

is the only daily newspaper in Port Arthur. It goes into practically every home in the city.

Ninety per cent. of its circulation (sworn) is within a tributory trade zone of fifty miles.

Service to advertisers 100 per cent. effective.

Ask any recognized advertising agency.

PORT ARTHUR, ONTARIO

The Geographical Hub of Ontario

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

Key Printing to Audience

A man in overalls, even if he had $200 in his pocket, would hesitate about entering an extremely "tony" shop. The Woolworth company has found that it does not pay to have fancy stores in small towns, or a Fifth Avenue atmosphere on a street where the crowd is not dressy. The man who sells lighting equipment to farmers does not put on a silk hat and mocha-colored gloves. The display of an article in the pages of a catalogue or folder is subject to the same rules of psychology that a store window or a human salesman is bound by. Printed matter, therefore, it would seem, to achieve its higher success, should be just as carefully keyed to the audience it is going to sell as any other type of salesman. And yet, every once in a while this fact is lost sight of by buyers of printed matter.

"Large Space" Brunswick Advertising to be Resumed

"You bet we are" was the reply a MARKETING reporter received from F. A. Trestrail, a member of the Musical Merchandise Sales Co., who looks after the advertising plans of the company. Mr. Trestrail went on to say: "We are going to resume our policy of using large space interspersed with reminders 3 col. x 3 being a reproduction of handwriting of our slogan "Just you *hear* the Brunswick," during the coming season. Every Brunswick dealer now knows beyond a doubt that "It Pays to Advertise."

Half a Line

The Editor, Marketing,
Dear Sir,

In your advertising columns of the August issue on page 298 you introduce a new feature in the measurement of display advertising.

One of your advertisers states that he carries 70,962½ agate lines more than somebody else. Many of us have been accustomed to measuring advertisements very closely in order to satisfy careful and accurate advertising agencies. Can you tell us how to measure half an agate line, and would advertisers who order half an agate line expect to get their space pro rata on the full line?

The advertisement in question opens up some new considerations in the advertising business and as a leader in Toronto perhaps you could enlighten us.

Yours very truly,
Wm. Duncan.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

(*Continued from page 313*)

"We do not believe that anyone outside of the organization who is not regularly in touch with the different phases of the business from day to day, could possibly get the same atmosphere into it that our editor does. The 'Wireless' might be dressed up more as a 'Paris model' and appeal to the artistic temperament of copy writers and printers, but so long as it did not have the McClary atmosphere to it, it would not last."

Quotations from letters received from editors of other house organs will be published next month, together with a complete list of all the house organs issued in Canada.

Globe Believes in Advertising

A new and dignified note has been struck by *The Globe* in the advertising campaign which it is placing in 31 daily newspapers and 5 farm papers in the province of Ontario. Yet the copy loses none of its selling effect because of its high character. The copy writer has delved into the wealth of tradition and record for honourable service to three generations with which *The Globe* is surrounded, and has produced from it a virile selling argument for *The Globe* of the future.

The object of the campaign is to increase the circulation of *The Globe*. The confidence of the publishers of *The Globe* in daily newspaper advertising is such that a schedule of 7,800 lines has been laid out for their daily list within the next ten weeks and a schedule of 4,300 lines for their farm list within nine weeks.

Previous experience of *The Globe* with daily newspaper advertising as a factor for increasing circulation has been always satisfactory, but no campaign which they have carried on previously has been the subject of so much investigation and elaborate care as the present campaign.

The campaign is being prepared and placed by McConnell & Fergusson, general advertising agents of London, Toronto and Montreal. Mr. E. W. Reynolds of that organization, was entrusted with the conception of the copy and art work and the writing of the advertisements, working in close harmony with *The Globe's* Promotion Department, of which Mr. Andrew Clarke is manager.

Mr. Reynolds is a former Globe man, having severed his connection only about a year ago, when he entered the advertising agency. As a member of *The Globe* staff, he concentrated his work on financial, commercial and industrial topics, and his experience covered every angle in those departments. He possessed, therefore, a special fitness for the work which he has carried on with such satisfaction to his agency and to *The Globe*.

From the standpoint of the general conception of the campaign, the art work and the layout and the subject matter of the advertisements, it is safe to say that *The Globe's* present campaign will make a notable impression in advertising circles.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete audited report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 26,916
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Brantford, Ont., EXPOSITOR (E) 9,570
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,328
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 43,197
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE DROIT (E) 9,174
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000.

St. Thomas, Ont., TIMES-JOURNAL (E) 9,227
Only daily in St. Thomas or Elgin County, and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,271
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 6,833
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (BI-W) Toronto 47,385
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 38,418
April net paid 39,299. A select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 107,370
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,135
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

INSIST ON CANADIAN-MADE PAPERS

The "R SHIELD" watermark guarantees "Rolland Quality"

CANADA'S LEADING WATERMARK

In Bond, Writing and Ledger Papers, the "R Shield" Watermark is your guarantee of Superior quality

Superfine Linen Record — Empire Linen Bond
Earnscliffe Linen Bond — Colonial Bond
Mount Royal Bond

Ask your printer

The ROLLAND PAPER COMPANY, LIMITED
High Grade Paper Makers since 1882
Montreal, Que. Mills at St. Jerome, P. Q., Mont Rolland, P. Q.

Halifax - Canada

Some Striking Figures of the Foremost City in the - Maritime Provinces -

Population:
1914, 56,000: 1919 (estimated) 62,000

Bank Clearings:
1914, $100,289,107; 1918, $216,084,415

Under Construction:

Railway Terminals	$30,000,000
Largest Shipbuilding Plant in Canada	$6,000,000
Oil Refining Plant	$4,000,000
Rebuilding due to Explosion	$15,000,000

Large Door and Sash Factory Metal Works
Largest Foundry in the Maritime Provinces

Big Figures and Prosperity

Obtainable through

Nova Scotia's Greatest Newspapers

THE HALIFAX CHRONICLE
(MORNING)

THE DAILY ECHO
(EVENING)

Combined Daily Circulation:

August 1st, 1917: 17,000 August 31st, 1919: Over 28,000

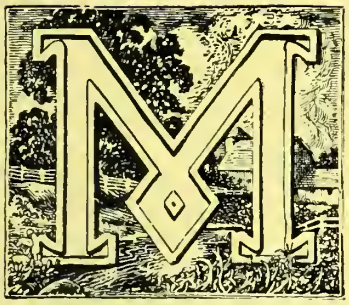
Rates for 2,500 lines and upward, 6c. a line for Both Papers

The Chronicle Publishing Company, Ltd.

Halifax, Nova Scotia

Member of the Audit Bureau of Circulation

Manufacturers and The Rich Rural Market



ORE than half the population of Canada lives in the rural districts. The manufacturer who neglects the agricultural field is overlooking more than half the Canadian market.

To-day the Canadian farmer is in a better position financially than ever before in our history. He has enjoyed four years of record high prices. The vast increase in the number of motor cars sold in the rural districts of Canada since 1914 is all the proof needed of his purchasing power.

To-day the farmer is buying tractors—replacing his old farm machinery with new—putting up larger barns—installing modern bathrooms and running water in the home—buying phonographs and Government bonds. He is a consumer of the same necessities and luxuries as the city man.

The key to this rich market is the Farm Press of Canada. Canadian Farm Publications are ably edited and are closely read by the farmers of Canada. They cover the rural field thoroughly. By advertising intelligently in them you can enlarge your output in this rich farm territory.

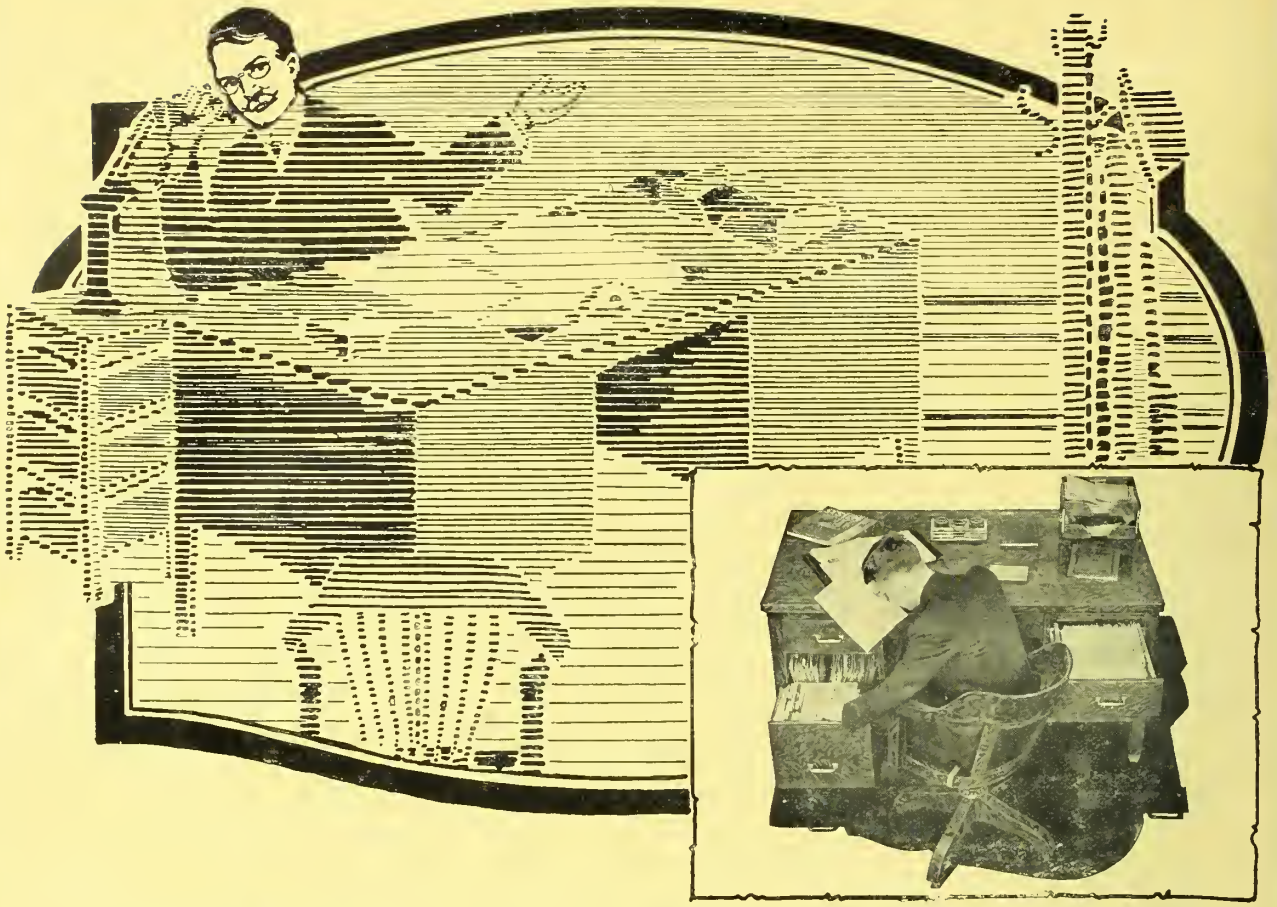
Many of the most notable advertising successes in the rural field have been scored by clients of ours. We understand the "viewpoint" and the ideas of the farmer. We know how to present the salient features of a product or a proposition in the language and form that carries conviction to the tiller of the soil.

It is to the best interests of the Canadian manufacturer to sow the right kind of advertising seed and cultivate the farm market intelligently. A larger crop of sales and "good will" will be the result.

McConnell & Fergusson

"The Agency That Advertises"

London Toronto Winnipeg Montreal



"It's Helping me to Greater Efficiency"

"I used to leave all my important papers—the records I use a dozen times in a day—to my assistant. She looked after them all—saw that they were filed away. *I was dependent on her, absolutely.* If she slipped up a bit and let an important paper get by, I was nonplussed when I needed it. Or if she were away, all the wanting in the world wouldn't do me any good. No use in fuming, either—I just had to wait."

"With the coming of my Efficiency Desk this was all changed."

"The papers I want to refer to quickly—those personal ones I'm liable to need at any moment in the day, are now kept right in my desk—filed just to suit my needs, where I can get the one I want in a second. My records, too are all kept in a drawer right at my fingers' ends."

"This "Office Specialty" Efficiency Desk gives me speed—eliminates costly delays while someone's hunting up a paper—keeps me in a better frame of mind. That's why I say: It's helping me to *greater efficiency.*"

Other business men—*probably you*—are up against this same problem of getting the paper they want when they want it. If you want to know an easy, sure way out—and a way that doesn't mean loading a bit of detail on your shoulders—write to-day to our nearest branch, or Home Office direct, for a Folder describing the "Office Specialty" Efficiency Desk.

THE OFFICE SPECIALTY MFG. CO., LIMITED

Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Vancouver

OFFICE SPECIALTY FILING SYSTEMS

LABOR SAVING OFFICE DEVICES · "Y and E" · TIME IS MONEY

Marketing
and Business Management

"McKim's will know about the Advertising"

MANY times a year that remark is made—and by those whose knowledge of their own businesses has taught them the value of specialized experience.

Advertisements come and go. Opinions as to their merit differ. The good advertisement is the one which accomplishes the purpose for which it is designed. And that is why "McKim's will know about the advertising." For thirty years they have been working with the leading manufacturers of Canada, planning advertising campaigns, studying and recording results.

The agency of A. McKim, Limited, is the oldest, largest and strongest in Canada. And far greater than anything McKim's have done for themselves is what they have done for the advancement of Canadian business methods. In blazing new trails they have helped others to rise to greater heights.

Write the nearest office

A. McKIM, LIMITED

Advertising Agency,

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a Copy

OCTOBER 1919

$2.00 a year

The Final Link in Advertising

The Advertising Scale

The great lack in modern advertising is the gap that exists between the time that your announcement is read and when the reader makes the actual purchase. Your advertising may have influenced him or her to a favorable decision in regard to your product---but many a sale is switched to another line of goods when the buyer is actually spending his or her money because the effect of your advertising has been lost, **in the gap of time.**

The Advertising Scale fills that gap.

It is the final link in your publicity chain. Your message is read just as the sale is about to be consummated.

It places the buyer on a platform and makes him or her meet your advertisement "face to face". Display cards on the Advertising Scale are seen and read at the time when the purchase is contemplated and in the place where the goods advertised are sold—no other Medium offers this advantage—100% value of circulation.

The Advertising Cards are always clean and are kept in view for as long as you desire, because they are behind a glass door which is locked—100% efficiency for your store card display.

As no charge is made for weighing you can easily imagine the large number of people who will repeatedly avail themselves of the opportunity of ascertaining their weight.

The Advertising Scale combines the circulation of newspapers, the attention-compelling value of Bill Boards and Street Car Cards and the sales value of Store Cards---**it completely rounds out your campaign.**

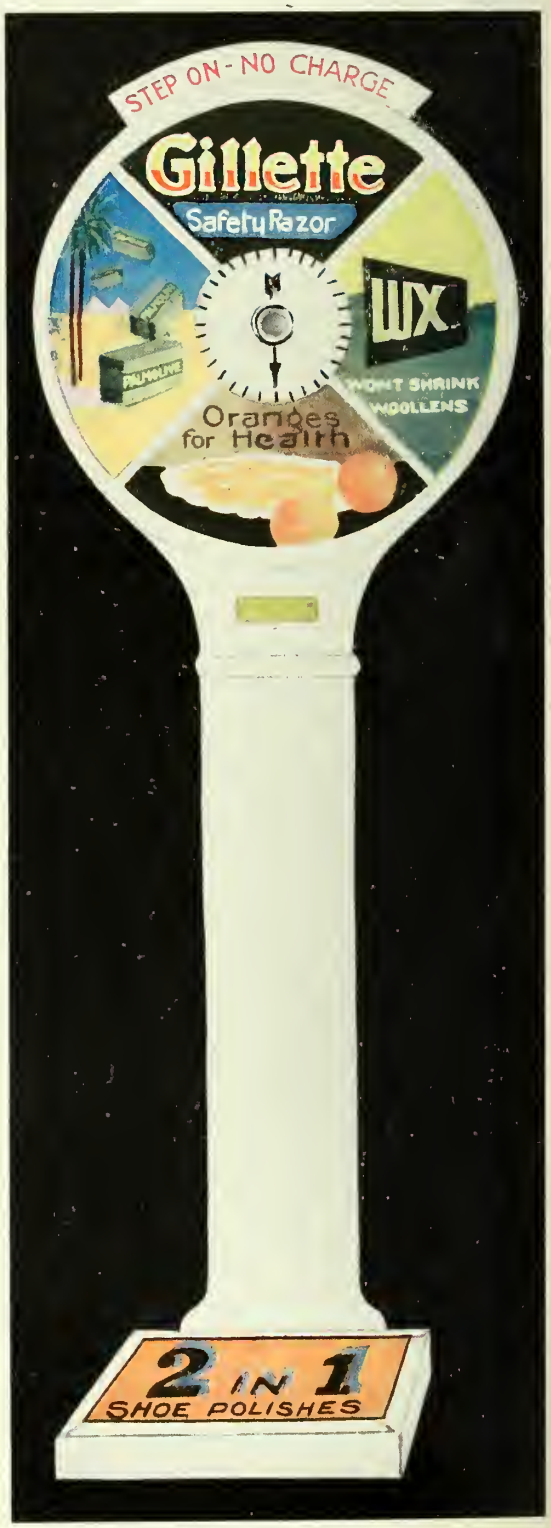
Contracts are now being accepted from advertisers for space in the first 1,000 Scales to be placed in Toronto.

We will gladly arrange to demonstrate the Advertising Scale in your own office. Better still, call and see it. Our booklet, "The Final Link in Advertising," will give you many new ideas, as well as facts and figures on the value of "FACE TO FACE" advertising. Mailed on request.

Advertising Scales Limited

26-28 Adelaide Street West

TORONTO CANADA



Marketing
and Business Management

Offers $500 in Awards

for articles dealing with any phase of selling or advertising, containing practical answers to the problem of

"How to Lower Sales-Costs"

Manufacturers and jobbers are realizing as never before that the cost of selling goods must come down. The High Cost of Living Commission has declared that there can be no material reduction in prices except by lowering the cost of distribution.

The Royal Commission on Industrial Relations reported that "workers blame the *present expensive system of distribution*, and declare that there are too many middlemen." What do these workers mean? In what particulars is any "system" of distribution too expensive? Avoiding these generalizations, let's dig up some facts.

What is Wanted.

Can you tell of an example of a *too expensive* method of distribution, and show how selling or distributing cost could be lowered? If you know of any line of trade in which there are *too many middlemen*, can you suggest how they might be eliminated? If you know of a specific instance of "too much spread" between manufactured cost and retail selling price, tell how you think it could be cut down. If we are to have increased efficiency in selling we must know *where* and *how* economies can be effected.

What are some of the things that can be done to reduce selling costs? How can any manufacturer or jobber get more orders per dollar of sales or distributing expense? Can you tell of anything which *has been done* by any manufacturer that has resulted in lower sales-cost? Do you know of any plan of packing, shipping, advertising, organizing or management of salesmen, or office method, which has increased sales efficiency and lowered distributing costs? Can you tell of any manufacturer whose selling costs are NOT too high? Or how letters, circulars, catalogues, house organ, or other advertising has increased sales per dollar of expense?

Scores of men know such facts, and should contribute to help solve this problem.

Six Awards Are Offered:

For the best Article received "MARKETING" will pay $150
For the next best Article, $100 For the two next best, $75 each
And for the two next best, $50 each

All other articles submitted, found suitable for publication, will be paid for at regular space rates. The judgment of the Editor will determine the awards, and must be accepted as final. Should insufficient articles of merit be received, the right is reserved to withdraw any or all of the awards offered, or to increase the awards if the number and character of the contributions merits it. Contributions competing for these awards should reach the Editor of "Marketing" not later than November 1st, 1919. Articles of about 2,500 words are desired, or longer if necessary, and may be illustrated. Awards will be based on the practical value of the information or suggestions they contain. Literary style is unimportant. Facts from actual experience are wanted, or ideas, criticisms, suggestions or proposals for any specific way in which selling or advertising methods might be made more efficient in any line of business. Contributors may deal with sales or advertising campaigns, actual or proposed, sales methods, sales organization, sales management, packing, shipping, dealer relations, advertising of any kind, or any phase of selling, advertising or distribution of manufactured products. There is no restriction as to the number of awards to be won by any one contributor. Two or more articles may be submitted, and will be judged independently. Articles dealing with selling or advertising in Canada will receive preferential consideration.

Sales and Advertising managers are particularly invited to offer the best of their experience in meeting the prevalent criticism of Canadian selling methods. Any further particulars may be secured by writing

Editor "MARKETING," 53 Yonge Street, Toronto, Canada

What Farmers are Buying

DEALERS in towns in farming communities will tell you that the wants of farmers differ little from those of urban dwellers—that farmers are ready buyers of "City bred" Merchandise—that the farm market is being overlooked—that sales can be increased.

Are you making a strong drive for farm trade? A recent field investigation showed city conveniences and commodities in actual use—in many instances items not found in the average city home.

Farmers' Magazine—The Great Educator

FARMERS' MAGAZINE is Canada's outstanding agricultural publication. It is a magazine—not a paper. It is well printed on super-calendered paper; well illustrated and carries color advertising. Farmers' has been and is a most important factor in creating a desire for all things which improve farm life. **It carries a greater number of departments for progressive farmers than any other publication in Canada.** The Editorial and contributed articles are unusually strong,—they drive home salient facts regarding farm planning, —they are decidedly practical and cover every phase of farm work—on the land and in the home.

The Woman's Department is exceptionally strong. Letters from farm women show a deep and widespead interest in FARMERS'.

The Livestock Department of Farmers' Magazine has developed rapidly. It is edited by one of Canada's best livestock men—a high man in judging contests.

The physical appearance and contents of Farmers' Magazine indicate the type of its readers. They must be progressive in order to appreciate Farmers' Magazine. 30,000 agricultural families pin their faith to Farmers' Magazine—and they are planners, doers, buyers. They influence the purchases of others. Farmers' Magazine directs the buying of these prosperous agriculturists. For instance—to Farmers' Magazine belongs chief credit for the mobilization of tractors on Canadian farms. That fact shows Editorial influence.

Drawing Attention to Your Product

The wide variety of subjects covered make it possible for you to advertise regularly in FARMERS'. The editorial and contributed articles will strengthen your sales appeal—the prestige and influence of Farmers' will be put back of your advertising. Show the farmers of Canada that you value their good will—then watch the upward trend of your sales chart. Remember this, Farmers' covers the advertising of general brands of "City bred" Merchandise not found in other Canadian farm publications.

Send in your reservation now—make a drive for the business of these 30,000 families—150,000 readers

We have gathered information in connection with the farm market which is convincing and useful. We will gladly supply the necessary details.

FARMERS' MAGAZINE

Canada's National Farm Magazine

Member Audit Bureau of Circulations

143-153 University Ave., : TORONTO, CAN.

Concentrate on Preferred Prospects

AN imposing example of advertising effectiveness is found in MACLEAN'S MAGAZINE. Its growth and productiveness are matters of comment in Canada and the United States.

MACLEAN'S is Canada's premier advertising medium — the most productive. It represents concentrated buying power. Salaried subscription representatives select as prospects the most prosperous and influential men and women in each community throughout Canada.

Striking evidence of MACLEAN'S pulling power is found in the heavy advertising lineage it carries — exceeded by only **one** general monthly magazine on the North American Continent. Think what that means for a Canadian magazine. This shows that advertisers must be getting desired results.

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MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

(Member Audit Bureau of Circulations).

The MACLEAN PUBLISHING CO., LIMITED, 143 University Ave., Toronto, Canada

S·D&M LIMITED

We Announce-

THAT our Resident Director in England, Lieut.-Col. Harold A. Moore, C.B.E., M.C., has now been demobilized, and is again actively identified with our London Office.

Colonel Moore will shortly arrive in Canada and will be pleased to consult with any manufacturer regarding the British or European Market.

Without obligations on your part, Colonel Moore is prepared to make investigation on the spot and furnish a report upon his return to England as to trade possibilities for your products.

THE British people with their vast purchasing power, are now more than ever before in a receptive mood for products from Canada.

Even though you may not contemplate doing any immediate business in England, it will be well worth while interviewing Colonel Moore before he leaves Canada, in order that you may have at your disposal his personal services, plus the knowledge and assistance which our complete organization in Toronto and Montreal can bring to bear upon your particular problem.

We Invite Immediate Correspondence

Address Toronto Office

SMITH, DENNE & MOORE

LIMITED

General Advertising Agents

Lumsden Building, **TORONTO**

MONTREAL (McGill Bldg.) **LONDON, ENG.** (25 Victoria St., S.W.L.) **PARIS, FRANCE** (31 bis rue Faubourg, Montmartre)

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 10 TORONTO, CANADA OCTOBER, 1919

WHAT WAS SAID AT THE NEW ORLEANS CONVENTION

Co-operation between capital, labor and consumer for increased production the theme of most successful gathering of Associated Advertising Clubs of the World. Indianapolis chosen for next year's convention, and F. W. Stewart of Montreal as Canadian Vice-President

THE outstanding feature of the Fifteenth Annual Convention of the Associated Advertising Clubs of the World, held September 21st to 25th at New Orleans, La., as it impresses MARKETING, is the reports of the officers and committees, showing the far-reaching and important results of the all-year-round work of the organization through its headquarters in New York, and the remarkable progress shown in the work undertaken.

It is only a few years ago that the affairs of the Association centred largely around the annual gathering, all its activities between-times amounting to no more than routine matters which were looked after by a Secretary, employed on a part-time basis. The initiative of the officers and enthusiasts in various parts of the country was largely directed to organizing new clubs and building up those already in existence.

To-day the Association has its headquarters in New York with a salaried vice-president, secretary and staff, a vigilance movement secretary, counsel and staff and other exceptionally competent employees whose whole time is devoted to furthering the purposes of the organization. This work is supported by Sustaining Memberships to the extent of many thousands of dollars a year, while many of the biggest advertisers on the continent have subscribed from $100 to $2,000 a year apiece to support the national vigilance work. This is reinforced by the activities of numerous "Better Business Bureaus" in various cities, which are supported to the extent of $10,000 to $35,000 a year in each case by local advertisers and publishers, under the stimulus of the national movement. All this work is intensely practical and immensely important, and affords striking evidence of the fact that the Associated Advertising Clubs is no longer a mere "nominal" organization of local clubs meeting in annual convention for a grand whoop hurrah.

The theme of the general sessions at the New Orleans Convention was: How can Capital, Labor and the Consumer co-operate for increased production, a world necessity? And how can advertising serve in bringing about this closer co-operation'? The keynote was struck by Arthur G. Newmyer, of New Orleans, vice-president of the Southern Division, in his welcoming address at the Sunday afternoon inspirational meeting.

"It is especially fitting" he said in part, "that the steersmen of substantial industry should gather at this time in the trouble-tested South, with the spokesmen for capital, for labor and for the consumer, to plan a programme that shall dedicate to the benefit of the living the deeds of those who died.

"It would be a failure of the civilization for which nations fought, should the great fabric of the world's work crumble to ruin in a wasting clash between classes, now that the war is won.

"It is easier to build a whole nation into one mighty dynamo of destruction under the lash of civilization's danger, than to re-model with reason a people's ancient moulds of thought. It is easier to destroy than to convert.

"Advertising born as a mere bargain-bulletin has arisen by recognizing its responsibilities as humanity's messenger, until to-day it is willing to accept the high duty of proclaiming and popularizing a programme of peace by which business can stand; and under which all of us can live and prosper."

The next best thing to a trip to the Convention is to read the digest of the discussions, and addresses of particular interest to Marketing's readers, in this issue. As there is more than we can accommodate in one issue some of the addresses will be published later. For this material Marketing is indebted to the Press Bureau of the Association and to a number of those who delivered addresses, copies of which were kindly furnished.

Addresses were delivered by Festus J. Wade, president Mercantile Bank & Trust Company, St. Louis, representing Capital, Samuel Gompers, president of the American Federation of Labor, representing Labor, and by Hon. Champ Clark, representing the Consumer.

GOMPERS SPEAKS FOR LABOR

"The function of advertising is now established as an essential to enterprise", said Mr. Gompers in his address. "No idea, no principle, no commodity can serve its purpose until it finds its place in service. This important function of selling, as you advertising men generally term it, has developed into a profession with ethical standards because you who are the directing leaders have recognized that what you seek to incorporate into life to-day must lead to constructive conditions in the life of to-morrow.

"With your idealism, with your difficulties, with your problems, I have a very deep sympathy. For years I sought to advertise the cause of labor, to secure publicity for production problems as the workers see them and experience them, as well as for their proposals as to those things which concern the welfare of the human element in production.

"In considering with you briefly, the comprehensive subject 'Capital, Labor, the Consumer; How Can All Three Co-operate for increased production, a World Necessity', I submit two fundamentals.

"First, we must remove non-industrial conditioning influences that have resulted in contraction of production.

Second, we must develop within industries, relationships between management and employees upon which

co-operation for common industrial purpose is possible.

"Abnormal industrial conditions resulted from war needs and war changes. War finance brought inflations and upward movement of prices. The markets of the world were disorganized, commercial exchange was completely demoralized—in some instances, the common carriers commandeered or destroyed. Products, sources of products, machinery, industrial equipment in many countries have been destroyed.

"Peace has not yet been declared between the nations of the world. Until definite terms of peace are agreed to by the leading nations of the world, no country can return to normal industrial conditions. To-day, definite political boundaries do not exist between the European countries. The rehabilitation of production agencies can rest only upon definite political status. Many countries are bankrupt or practically bankrupt—credit is essential to revival of industry. Credit can be arranged only upon definite political surety".

After emphasizing the necessity for prompt ratification of the peace treaty, he discussed industrial relationships, pointing out that "co-operation for production" depends fundamentally upon good-will. Good-will cannot be forced. It must be earned.

Earning Workers' Goodwill

"Co-operation of workers," he said, "can be earned only by those employers who determine with workers the terms and conditions under which production is carried on. The day's work is just as big a thing in the life of the wage earner as it is in the life of the employer. As a free man, he feels the same right to a voice in deciding conditions and determining them. The only way in which workers in industry may express and defend their rights and interests is through organization and responsible representatives. This method insures a feeling of justice and constructive consideration of industrial problems.

"Organization leads to progress. Through orderly organization we open the way to consideration of difficulties and reduce the possibilities for industrial disruption. In addition to providing for negotiations between managements and organizations of workers for the determinations of those things which constitute the industrial agreement, managements have a still further responsibility if they are to secure co-operation for increased production. Industrial health, safety and morale are vital. As these problems are primarily scientific, the management must look to specialists for information and suggestions. In order to protect themselves against propaganda, individual fads and commercialism, employers should ask the government to supply them with uncolored data, advice and practical service in making their industries safe and healthful, and in dealing with technical employment problems.

"Workers whose physical creative power is conserved as something valuable not only from the production but the humanitarian standpoint, whose capabilities are studied in order to give them fullest opportunity for service, whose creative instincts are stimulated, whose valuable contributions are recognized—are workers whose production quantitatively and qualitatively far exceeds that of workers under autocratic control of industry, without adequate managerial consideration for all factors that affect production."

A World Without Advertising

In his address to the convention President D'Arcy emphasized the value of advertising during the war-period in centering and cementing the purposes of the people, and made a striking appeal to the imagination with his query: "What would we do in this world without advertising?"

"Suppose that some strange and mighty power" he said, "were suddenly to strike every word, symbol and character of Advertising from the world's entire equipment of signals to the human mind—what would be the effect upon the welfare of Man?

"Here is a startling challenge to the imagination, a suggestion calculated to strip the problem to its naked proportions. Try for ten minutes to see the world as it would look if the alphabet were banished from the field of business promotion and you will be astonished by the sobering vision that will unfold.

"A world without advertising! Focus every faculty of your mind upon the task of seeing your familiar world as it would appear if swept clean of every token that Advertising now employs to deliver its myriad messages, and you will feel that your eyes have been opened to an economic revelation!

"No thinking man can face that vision without a shudder. Instinctively he will shake himself loose from its spell as from the clutch of a nightmare in which the whole world has become confused, fantastic, out of focus.

"Look at the city landscape. What a sombre and lifeless spectacle without a sign, a poster, or a busy electrical display to hail the eye with a gay flare of color—a bright message of busy, hustling human activity.

"Then, let your imagination turn to the printed page and picture the dreary desert of abstractness presented by books, magazines, newspapers and publications of every sort with type-masses unbroken by a single advertisement. Can you grasp their depressing solidity, their forbidding remoteness from the real world of wholesome, human affairs, of making and carrying and selling the things that civilized man has learned, in the evolution of his refinement, first to want and then to need?

President D'Arcy went on to outline the principal developments in the Association during the past year, paying strong tributes to the work of the Vigilance Committee under the leadership of Merle Sidener.

"One big outstanding and fundamental service which is making the ideals that gave birth to the organization is the Bureau of Vigilance work or as it is understood in some quarters, the Better Business Bureau. Within the scope of that work lies our future. We will succeed or fail in proportion as the fearless wisdom put into it represents policy as well as management. Nationally, and particularly locally, its work becomes increasingly necessary as the prosperity of the nation grows.

"Prosperity begets promotion—some of it crooked promotion. Advertising has sometimes been a powerful tool of the crook. Crooks and pirates must be watched and their activities checked. Advertising must be made safe continually—the consumer must be protected against the counterfeit. The trade and industry and Advertising's own best interests must be safeguarded. Eternal Vigilance is the price of this protection."

Importance of Vigilance Work

This was further emphasized by Merle Sidener, chairman of the National Vigilance Committee, in his address to the Convention. "The truth movement is essential to the maximum success of advertising," he said.

"Only efficient advertising can succeed permanently and only strictly truthful advertising is efficient. We still have those to fight who deliberately seek to use advertising illegitimately but the larger and more dangerous element is that minority of business men who have not yet learned that honesty is the only policy. There is no such thing as a white lie, especially in advertising. A statement is either true or untrue."

During the last year the headquarters staff had been reorganized, he said, and three of the best men obtainable in America were now executive heads of the departments in this committee. Plans are to perfect an information bureau from which a publisher, or local vigilance bureaus, can get information about evil practices in advertising and fraudulent enterprises.

"It must be possible for a newspaper to wire headquarters and receive immediate information about any known fake advertiser or suspected enterprise. We must be ready to give prompt advice to local committees and bureaus on questionable advertising methods. There must be provided a series of pamphlets and booklets dealing with the fundamentals of the truth movement, and other printed messages for distribution to millions of buyers and sellers, presenting truthful advertising as a service."

Department Sessions

As has been customary for several years past the program provided for numerous departmental sessions where financial, retail and other groups of advertisers, and newspapers, direct mail and other mediums, each held separate sessions devoted to discussions of subjects of particular interest to them. Of the many addresses delivered, those of greatest interest to Marketing's readers are published wholly or in part in this and next month's issues.

At the final session, Indianapolis was selected as the Convention City for 1920, and the following officers were elected:

President: E. T. Meredith, Des Moines, Iowa. *Vice-presidents:* Rowe Stewart, Philadelphia, Penn.; Reuben H. Donnelley, Chicago, Ill.; E. L. Guntz, Baltimore, Md.; Benjamin B. Lee, Minneapolis, Minn.; John Ring, Jr., St. Louis, Mo.; Rollin C. Ayres, San Fransisco, Cal.; F. W. Stewart, Montreal, Canada.; Charles F. Higham, London, England.

P. S. Florea, of New York City, was elected secretary-treasurer and will continue to serve as executive manager of the Association.

Proper Advertising Rates

Flat rate not best, sliding scale yielding highest net. Newspaper rates in U.S., though much higher than in Canada, still too low, argues James Wright Brown of Editor and Publisher before Newspaper Department Session

THE proper advertising rates for the greatest of all advertising mediums—the Daily Newspaper—should provide financial stability of the first order—stability that assures high character, which is the first requisite to success in the publishing business, and which must insure public service based upon adherence to the fundamental principles of journalism as accepted in all ages and climes—namely, truth, justice and freedom of speech and of the press.

Obviously, I am not one of those who believe that advertising is a by-product of successful newspaper publishing and as such entitled only to scant consideration.

I firmly believe there can be no victory in any business enterprise which does not fully compensate both the man who contributes his labor and the man who contributes his capital.

Therefore, I urge upon you, the necessity for readjustments, in this readjustment season, in order that your advertising rates may provide a fair profit-sharing means for labor, a fair cash return for capital invested, considering the hazards of the publishing business, an adequate return to administrative officers, as well as to provide for depreciation in machinery, furniture, fixtures, replacements, etc.

The day of the "impecunious reporter" has passed, my friends, never to return. Wages are high and going higher; capital investments are more hazardous to-day than ever before, and the outlook is still more uncertain. Profits are large, but when viewed in the light of purchasing power of commodities, they are only fair.

Provision must be made to conserve strength and vitality and this may be done only by establishing a proper advertising rate.

Are you going to operate in this new era along the lines of other days—insane competitive days—or are you going to profit by the experiences of the past and determine to forget jealousies, envious lineage struggles and expensive competitive rate cutting, and get together with your associates and your colleagues in the field and talk over and negotiate a fair and equitable understanding? This should be done, otherwise you are at the mercy of the pack of wolves who profit by your lack of consideration for the "other fellow."

Co-operation is the keynote of the new order. Listening to the stories of Tom, Dick and Harry—who have a selfish interest to serve in keeping you at daggers' points with your colleagues—and thinking you have only one way to get business—and that by cutting your rate to meet his—is certainly the road to vexation of spirit and ruination.

Make your own product and sell it on its merits, and you will win in proportion to the service you render.

A proper advertising rate, then, must provide for a fair return to capital, a fair return to labor, a fair return for administrative officers and for replacements, in addition to which I would say a fair return to the advertising agent who develops many accounts, and a fair return to the men who represent you in any and all capacities.

May this revenue, so necessary to proper operation, be secured in large enough proportion by a flat rate? I think not.

By custom, the one-time advertiser has come to understand that he may not have the advantages of the regular "frequency of insertion" advertiser.

By custom, the amusement advertiser has come to know that he must pay a higher rate than the regular "big store" advertiser.

By custom, the financial advertiser has made a place for himself at a little higher rate than the regular "big store" merchant. And so it is with classified and its various classifications. The net result of which is a higher average net rate per line—*and that is the thing we need and must have.* The graded rate card makes it easier, I think, to obtain the higher net rate. Moreover, it insures a steady flow of volume in lean months and dry spells, which is altogether desirable.

Does an increased rate depend upon increased circulation? Not by any means. Witness the *Saturday Evening Post's* recent increase of $2 per line—from $8 to $10—or 25% increase without any increase in circulation.

Should an increased rate be made effective at once? Absolutely! Except, of course, where contracts are in existence.

In formulating a proper advertising rate, we must consider the fact that it costs more to publish a newspaper in some parts of the United States than in others, due to the fact that it is necessary in some instances to transport white paper almost the entire width of the United States, and also of the fact that in the Western States, wages and the cost of production are much higher than in the Central, Northern and Eastern States.

It must be remembered, also, that the most tangible thing in newspaper advertising is results. Therefore, a paper that brings the advertiser results should charge more for its advertising than a paper that does not, regardless of the fact of how much circulation either of the papers may have. Moreover, in arriving at an advertising rate, we must consider the kind of circulation a newspaper has and how it was secured—whether by premiums, insurance schemes or other forced methods or on the basis of an actual demand for the newspaper.

You will find, I think, that as a rule the newspapers that have the smallest circulations and have the least amount of responsiveness to their circulation have a higher rate per line per thousand of circulation.

Circulation of that kind has not the value that the legitimate circulation has. Therefore, all of these things must be taken into consideration in attempting to arrive at what is the proper advertising rate.

Daily newspaper circulations reached high water marks in October, 1918, and the first half of November. Since then, evening newspaper circulations especially have been on the decline, whilst costs have been mounting higher and still higher. This is not true all the way through, but generally true.

The old order has passed with this decline. It is no longer possible to operate on "Louie" Duval's theory that a newspaper is entitled to an increase of 1 cent per line for every increase in circulation of 10,000—or one-tenth of a cent per line per thousand of circulation.

We must now sell service—not circulation—results, not hot air and blue sky.

In the old days, the space buyer said that a proper advertising rate was 1/7 of a cent per line per thousand, and that was the basis upon which he tried to operate. Of course, there were newspapers in those days, as there are to-day, giving far greater values, but the tendency is undoubtedly for much higher rates.

The old order was typified by my experience in Louisville.

I followed "Harry" Parker on the *Herald.* He established a rate of 2 cents a line for the daily morning newspaper and 2½ cents for the Sunday. The *Courier-Journal* rate was 3½ cents daily and 5 cents Sunday. Then Harry made a great drive for volume of business. Actually, the more business we got, the more money we lost. It is no secret that all the newspapers in the field were losing money in those days.

Now they do things differently in Louisville. They have a Publishers' Association and they get together. Result—all the newspapers there are now making money—ask Mr. R. E Hughes, or Mr. C. F. Gladfelter, or Mr. W. W. Stouffer. Maybe they get together on advertising rates; I don't know. But I would say, if they don't, they ought to, because the merchants of practically every town get together on practically everything and the newspaper publisher who fails to do the same hasn't a ghost of a chance to win in a big way.

But what are the facts with respect to present newspaper rates? Briefly, this:

Four hundred and ten morning newspapers have an average rate per line per thousand circulation on a 5,000 line foreign rate basis of .0023071, or a little more than one-fifth of a cent per line per thousand of circulation.

One thousand three hundred and thirty-four evening newspapers have an average rate per line per thousand of .0023952, or a little less than a quarter of a cent.

Four hundred and forty-one Sunday newspapers have an average rate per line per thousand of .0017256, or about one-sixth of a cent per line per thousand.

The average rate per line per thousand for the 2,186 newspapers listed is .0021246, or about one-fifth of a cent per line per thousand.

This survey includes 43,634,084 net paid circulation per day out of a total net paid newspaper circulation of 44,592,844.

Think of it—one-fifth of a cent per line per thousand net paid circulation for the great primary medium of advertising—the Daily Newspaper.

Gentlemen, this rate is *too low!* *

*Very few Canadian dealers ask a rate which figures as high as this, despite the higher costs under which most of them do business.—*Editor.*

Contrast this average rate, one-fifth of a cent per line per thousand, with the following:

.0062332 or 3/5 of a cent for 21 General Magazines.

.0053932 or ½ of a cent for 11 Women's Magazines.

.0074461 or 7/10 of a cent for 7 Class Publications.

.0059188 or 6/10 of a cent for 8 Weekly Publications.

The average for the 47 magazines is .0058603, or, say roughly, about 3/5 of a cent per line.

One-fifth roughly for the newspapers.

Three-fifths roughly for the magazines.

Gentlemen, it's a *tragedy*—you're practically giving away your space.

Thousands of Department Stores are buying newspaper space at a whole lot less than cost.

Now as to figuring profit:

I firmly believe that every publisher is entitled to a piece of every dollar that goes over his counter; don't you?

Mr. Marcellus E. Foster, of the Houston *Chronicle*, tells me that he computes profits after the manner of the dry goods merchant.

Some of the merchants of New York claim to sell merchandise at cost and to make their profits out of the cash discounts. For example, if a merchant turns his stock ten times a year and makes a 2% cash discount on each and every turnover he has made a profit of 20%.

Mr. Foster says that his earnings this year will total a million dollars and he thinks he ought to have a profit of 10% on that amount. He's right, isn't he? That's little enough, isn't it? Especially so when you consider the risks and the hazards of the newspaper publishing business.

But to conclude—

Newspapers are certainly entitled to a sound business profit—as far as I know there never has been any great publisher-profiteer.

With the wide variance in cost of things entering into production—men, machinery, material—it is obviously unfair to name any national standard of value.

The only way to judge a proper rate is for an advertiser to decide where he wants to go and then to pick the medium that will take him there quickest and cheapest—and obviously the newspaper will do this at even twice the present rate—results considered.

We are fast coming to the day when advertisers will want to know the "who" of circulation quality as well as the "what" of circulation quantity.

In the final analysis, circulation revenue may not be expected to pay more than the cost of white paper and circulation distribution expense.

The advertising revenue must pay for the other publication costs plus a reasonable return on the investment—to the public, the readers, to profit sharing labor, and to capital.

A proper newspaper advertising rate, therefore, is one that assures a strong, vigorous, growing concern, returns a handsome profit to the public, enables employes to participate in the profit, and the capital invested to obtain a return commensurate with the hazard of its investment.

Newspaper Advertising Needs Standardizing

"THE newspaper business has greater necessity for standardization than any other industry I know of," said Jason Rogers, of *The New York Globe*, in his address before the Newspaper Department Session. "Let us lay aside old notions and play the game according to to-day's rules and we will all be doing more business than we ever dreamed we could do.

Our newspapers must seek through standardization of principles and forms to make the use of the advertising which we sell more easily purchased and used than at present.

Variety of column width and column length, for example, makes it exceedingly expensive to do business with several hundred newspapers. We cannot correct this overnight, but should work toward a standard—say 12½ pica ems and eight 300-line columns to the page.

In some cases, when present rush of orders for new equipment has passed old presses may be changed at slight expense, but the standard should be kept in mind when ordering new equipment.

The standard rate card formulated and suggested by the American Association of Advertising Agents should be adopted by every daily newspaper, so as to enable the space buyer to look for similar information at the same spot on all rate cards.

We should labor with the American Association of Advertising Agents to produce a standard advertising order blank or contract which can be accepted without reading fine type or consulting a lawyer as to the meaning of subtle phrases inserted by scheming space buyers.

I know that the agents are desirous of this, and we should be. Just as soon as we all learn that advertising is best sold as a commodity, at like rates for like service, to all comers, the better it will be for all concerned.

With these two great basic fundamentals of our business standardized, and they are now well on the way toward being made thus effective, we must get down to standards regarding the rates for which our space shall be sold to advertisers.

What I want to drive home is the necessity for a radical reform wherever a newspaper has one rate for local advertising and another for foreign advertising, or leads a double life, so to speak.

Newspaper advertising is either a commodity or it is not. If we are to get a sound rate for our space, it is best that we standardize the process of fixing the rate and then prevent the clever space buyer from beating that rate.

To protect our own goods we must put local and foreign rates on an equal basis or continue to submit to the destructive processes of the space buyer who places his business through local dealers, securing the lowest rate and depriving the agent of his just compensation.

Let us co-operate with the advertising agents and establish and absolutely maintain safe and sound standards which will make it easier to buy and use space.

Tendency Towards Bigger Space in Newspapers

NOT only will large spaces—full pages and double pages—in local newspapers help the national advertiser interest the retailer in stocking the goods of the manufacturer who uses such space, but the use of large space in the newspapers is of the greatest importance in moving the goods off the shelves of the dealer after they have been put into stock.

If a manufacturer uses large local space to put goods on the shelves of the dealer, then stops, he has not done enough, declared Frank D. Webb, advertising manager of the Baltimore News, in addressing the Newspaper Department of the advertising convention. He should help move the goods off the shelves after they are once put on.

"With the growth of the idea of full pages, or even double pages in publications of so-called national circulation," he said, "why isn't the same idea, the beginning of which we are just seeing, good in newspapers?

"For several years now, one full page or even several full pages in the course of a newspaper campaign has been growing increasingly frequent, but only very recently inaugurated by the Goodyear, Goodrich and Firestone Tire people have we seen the newspaper campaign on anything like a general scale across the country, the back-bone of which is made up of full page advertisements.

"The idea of using one or even two or three full pages in the course of a schedule of from 5,000 lines up, is becoming so customary now that the campaign which comes in without it, above this size, may almost be said to be the exception rather than the rule but in the great majority of these cases the primary purpose of the page or pages is to get, or to perfect, distribution.

"And if the page is a valuable factor in getting the merchandise on the dealers' shelves, it would seem to be an inestimably more important factor in performing the major part of the selling operation; namely, moving it off the dealers' shelves and into the hands of the ultimate consumer.

"So many firms enter a market apparently with the thought that if by any manner or means initial distribution can once be secured the product

thereafter will take care of itself; when, as a matter of fact, in our experience, almost nothing in business is easier to lose than a quick initial distribution, especially of the sort obtained with the leverage of advertising, where the importance of utilizing the same lever to move the goods from the retailer to the consumer is afterward apparently lost sight of.

"The dealer buys on the strength of the page and following copy, has a considerable part of the initial order on his shelves perhaps, after the heavy part of the campaign has appeared, and unless the effort is at least reasonably sustained in time is apt to come to the conclusion that he is being left to hold the bag. He will sell the last of the initial order only too frequently with a sigh of relief, and unless the goods have been so extremely meritorious as to repeat strongly from the initial sale, or unless the follow-up advertising has been effective enough to sustain consumer interest he will let the goods stay out of stock until the inauguration of another selling and advertising drive."

Newspapers Negligent in Developing New Advertising

Newspaper advertising space is of peculiar value to the national advertiser because it reaches the retailer as well as the consuming public. The retailer, knowing from his own experience that newspaper advertising does create demand, knows, when shown that a manufacturer is planning to use newspaper space, that a demand will be created, and so he is the more ready to put the goods of the advertiser in stock.

Herman Philipson, of the Dallas Times-Herald, addressing the newspaper department of the convention, showed these and many other advantages of newspaper advertising for the national advertiser, but regretted that in most cities, the newspapers are so busily engaged in fighting each other that they do not have time to "sell" the national advertiser on the merits of newspaper advertising.

"If we newspaper men devoted the same amount of thought and energy to converting national advertisers to the use of our columns that we expend in downing our opposition papers and in heralding our immense gains in circulation and advertising, the problem of national advertising in the newspapers would be promptly solved.

"Strange as it may seem the newspapers have done the least to espouse the cause of newspaper advertising, while our advertising trade papers and some few advertising agencies have been laboring unceasingly in behalf of newspaper advertising. Most newspapers have apparently been quite content to await the voluntary flow of national advertising into their columns.

"If we are to convert more national advertising to the columns of the daily newspapers, we must first convert those who guide the destinies of the national advertising we seek. There must come about a better understanding between the newspapers on the one hand, and on the other those advertisers and agencies who have not yet seen the light. We must have them know what each one of us honestly believes—the thought that is best expressed in the words—"'Twas in a newspaper and now the whole world knows of it.'"

URGES FLAT RATES

Flat rate the sound honest rate when rigidly maintained. Agents relations to advertiser and publisher described.

IN his address to the Newspaper Department Session, Mr. James O'Shaughnessy, Executive Secretary of the American Association of Advertising Agencies, strongly advocated the adoption of flat rates and the standard rate card.

"The publisher with a flat rate," he said "which is a sound honest rate that he rigidly maintains, is serving the interests of advertising, and in doing that he is assisting the agency to a more effective development and a surer maintenance of advertising volume.

"The archaic sliding scale of rates is a menace to advertising. It suggests rate dickering. It invites short rate juggling. It almost compels errors. It increases the cost of advertising. It penalizes and discourages new advertisers. It burdens advertising development and every burden upon advertising reduces the lineage, and therefore, reduces the net profits to the publisher.

"While the American Association of Advertising Agencies is suggesting to publishers the adoption of the standard rate card it also wishes to encourage at the same time the adoption of flat rate. The future of advertising demands it.

"When the standard rate card is adopted by all publications it will eliminate from the overhead of the members of the American Association of Advertising Agencies and put into the tills of American and Canadian publishers about $250,000 a year.

"When the flat rate is adopted it will bring to the publisher nearly $300,000 per year now going to waste. It will invite about ten times that much advertising money which is now in abeyance as annual volume.

"When sizes of pages and the number, width and length of columns are standardized another huge saving will be made.

"That alone will give the publishers of this continent about one million dollars which advertisers appropriate for them but which is chipped off the publishers billing as unavoidable waste in production.

"Here is more than a million and a half dollars a year which the publishers are preventing the advertising agencies in our Association from delivering to them after getting it for them.

"This large loss to the publisher is further increased by delays of schedules and by publications being unavoidably left off schedules.

"If the agency had a standard rate card with a flat rate on file the publisher would oftener get on estimates and schedules. These are always made out in a hurry. When speed slackens in the Agency advertising lineage shrinks. Every unnecessary pencil mark and every second wasted in study and computation, militates against the growth of advertising volume.

"Every cent of waste cost in the processes of service to advertising falls upon every element in advertising. The publisher who forces unnecessary work in the agency not only penalizes himself but hurts the advertiser as well as the advertising agency; and increases the price of the commodity to the public.

"Questions of morality and patriotism as well as profits of advertisers and publishers' enter into the consideration of curable waste.

"In the office of the American Association of Advertising Agencies in the Metropolitan Tower in New York, a corps of clerks are maintained for the purpose of fixing up standard rate cards and revising proofs of standard rate cards for every publisher who will permit us to do so.

"Every rate card of every publication can have the standard form. If the publisher is in doubt let him send in his rate card and we will take care of the details for him. Advertisers, particularly large experienced national advertisers, are now taking an active interest in the standard rate card. These advertisers are endeavoring to get rate cards standardized so that the waste of their money caused by individualized rate cards will be stopped.

"The work of the Audit Bureau of Circulation has been of gigantic value to newspapers in standardizing circulation data. It has effected a great economy and has been of immeasurable influence in building faith in advertising.

"Every undertaking in the American Association of Advertising Agencies for standardization in with a view of increasing the net profits of the publisher.

"By doing that we serve the advertiser in the most practical manner because we serve him with better returns from his advertising investment. That means an improved profit to him also.

Agents Relations to Advertisers

"To the advertiser the advertising agency is and must be the promoter of sales and the improver of profits," he said.

"The proficient agency counsels the advertiser whether to advertise, what to advertise, how to advertise, where to advertise and when to advertise.

"He counsels as to the quality, cost, sales price and appearance of the product and as to the method of supplementing the advertising or making the advertising itself supplementary.

"The relation of the advertising agency to the advertiser compels disinterestedness as to the publications.

"The advertising agency must under the morals which are inseparable from good business, shape and direct the advertising into the place and space which will best serve the advertiser.

"The proficient advertising agency has neither friends nor foes among the publishers. It must not be like the father of Esau and Jacob, it must not have a favorite.

"The proficient agency will not permit the advertiser to prefer publications for any unprofitable reason.

"It may be interesting to know that

many an advertiser has been compelled to seek a new agency because of his interference with the proper making of schedules. The agency has a financial as well as a moral interest in the success of the advertiser and the agency must not yield to lesser wisdom.

"It is perfectly natural for every publisher to want to get on every schedule. It is also possible for the second paper to be properly selected in some particular instance. The publisher cannot know the things in the survey and plan which call for either paper. The publisher of the first paper in the town should realize that the other paper differs from his.

"The American Association of Advertising Agencies is primarily concerned with and continuously at work to improve agency service. Whenever the men in any calling get together and match up their experience they are all improved thereby; this is true of the Advertising agencies. It is probable that men in no other calling have been more open-minded and open-handed in dealing with one another than in our Association.

"Every one of them has given up the crystallized form of his high achievement to all the others. We have taken the high spot from each agency and distributed it to all. In this way we have built up every agency in the Association to higher level of proficiency.

"It is only fair to say that every agency in the Association today is operating on a high plane which would be unattainable without this interchange which has been going on since the Association was formed nearly two years ago. This means that the advertising agencies in the Association, and who place so much of the national advertising of the country, are delivering better service to advertising, more profit to the publisher, better profits to the advertiser and greater savings and benefits to the public.

"We have succeeded in removing much of the wasteful drudgery out of the advertising agency operations. This means that the service to the advertiser is clearer, fuller and more productive. It means that the service to the publisher is more agreeable, more productive and more profitable.

"We know that if we serve the publishing interests in a better and a fuller degree and serve the advertiser to his improved and more permanent profits that we will deserve in the estimation of each of them all that we desire to deserve.

"We are so intimately related to the publisher that we cannot injure him without more greatly injuring ourselves. Our relation to the advertiser is vitally articulated to his profitable going so that it survives in the sunshine of his improved prosperity. And our responsibility to the public so unifies our service into the common good that we hold as our constituency the homes of the broad land.

"The agencies have a great stewardship. The importance of their service is measurable by every element in advertising that they serve. The publisher and the advertiser estimate the agency by their own profits, the public by its benefits and savings. Every day the advertising agency becomes more capable and of higher value to economic prosperity in general and to the social welfare."

Predicts New Era in Financial Advertising

THE very extensive use of advertising by banks during the war in the sale of Government Bonds, Thrift Stamps, etc., has aroused a new interest in advertising among financial institutions. There has been a great awakening, declared W. R. Morehouse, of the Guaranty Trust & Savings Bank, Los Angeles, in addressing the session of the Financial Advertisers' Association, of which he is the president.

"The recent great world war", he said, "did more to bring financial advertising to the favorable attention of our bankers than what financial advertisers were able to do in all the years prior to the great struggle. The war has almost entirely swept away that old mistaken notion that it is undignified for banks to advertise. In a few months it has advanced financial advertising fully ten years.

"Many banks which looked with indifference on advertising prior to the war used it extensively in the sale of war bonds and stamps. Posters and banners, which under no ordinary circumstances would have been permitted to adorn the walls of these banks, were used in superabundance. By using these various mediums to sell war securities, hundreds of banks have been soundly converted to the value of advertising. The war gave them a splendid opportunity to put advertising to the severest test possible, which they did with gratifying results. This has made it easy for our bankers to reach the conclusion that it is not only dignified for them to advertise, but that it can be made very profitable as well.

"Just recently one of our oldest and largest institutions announced an extensive business-building campaign. Not to my knowledge had this great bank ever expressed itself as favorable to advertising, even in a small way. Another case which will serve to illustrate how banks are favoring the use of advertising came to my attention only recently. The Cashier of an out-of-town bank called to see me, to if possible secure some assistance in getting his Bank back into the lead from which it had been displaced by neighboring institutions. He told me that the President of his Bank had for nearly thirty years opposed the use of advertising on the grounds that it would be unbecoming for his Bank to advertise for new business. It was while this Bank President was disregarding advertising that three other banks had been organized in the same locality. They were consistent advertisers, and soon displaced this old Bank in point of deposits, pushing it down into fourth place.

"If you will but scan the field you will find that there are hundreds of banks which up until the war maintained a 'watchful waiting' attitude—indifferent to the value of advertising, that are now rapidly coming out in favor of its use as a business-builder. Note the hundreds of banks that are today advertising their Bond Departments which prior to the war were seldom, if ever, seen in the daily newspapers. It won't be long before these same banks will be advertising other Departments, and in time they will become full fledged advertisers.

"If I read the signs of the times correctly, financial advertising is rapidly coming into its own as the greatest medium in determining the future growth of our financial institutions. Today it has the righ-of-way as at no time in history It is on the main line—success is certain for financial advertising."

"Strange as it may seem, the newspapers have done the least to espouse the cause of newspaper advertising, while our advertising trade papers and some few advertising agencies have been laboring unceasingly in behalf of newspaper advertising. Most newspapers have been quite content to await the voluntary flow of national advertising into their columns."

Herman Philipson of the Dallas Times-Herald, in his address to the Newspaper Departmental Session.

Advertising Increased Savings Accounts

Through the use of newspaper advertisements, backed up by advertising in the street cars, on bill boards, through the mails, etc., and with all departments of the bank working together toward the building of business, the St. Joseph Valley Bank, of Elkhart, Ind., has increased the number of its savings accounts from 4,500 to 7,000 in one year, according to H. B. Grimm, manager of the new business department of the bank, who addressed the Financial Advertisers' Department Session.

A good deal of this business came through the use of a small savings bank, offered for use in the home, but the new accounts also included many larger ones.

One especially interesting plan was to accept Liberty Bonds at their face value in exchange for three-year 4 per cent certificates of deposit. In such cases, the customers made money, of course, and the bank did not lose anything.

At this bank, all department heads work together toward the building of business. Each has a special pad on which he writes "tips" for the other department. In this manner, the bank is constantly increasing its business with its present customers, for it is getting them to use more of its departments.

Mr. Grimm showed how all the efforts that the bank puts forth, both in advertising and through personal contact, are made to dove-tail.

Bankers must keep out of ruts, he said, for after all, a rut is in reality a small-sized grave.

Newsy Copy Important

THE newspaper advertisements of a bank should be "newsy," according to F. D. Conner, of the Illinois Trust and Savings Bank, Chicago. Speaking at the session of the Financial Advertisers Association, he said, in part:

"Your newspaper copy should be 'human interest' copy There is enough happening every day in your own institution. The newspapers are publishing live subjects out of which 'human interest' advertisements can be written. The experience of others are great guide posts, showing what is right or what is wrong. The fact that you are the oldest or the largest institution in the City, County, or State, is no longer argument why any person should patronize your bank.

"I remember some time ago, an old farmer was killed in a railroad accident. Among other things, the papers stated that he had made a Will many years ago, and after a diligent search it was found. However, many things had happened in the meantime which complicated matters greatly.

"I got an inspiration from that story to run an advertisement in behalf of our Trust Department. The headline was, 'He Made a Will—But'—and went on and related the circumstances about the Will that was hidden away and was not up-to-date. A few days afterwards an old gentlemen came into the Trust Department with this advertisement in his hand. He said, 'this strikes me very forcibly; I am guilty'. The result was that his Will was re-written and our institution was named as Executor of the Estate which involved about $500,000."

Mr Connor also gave his hearers some very valuable pointers upon the manner in which his company encourages close co-operation of everybody—all, from the president to the porter, working together toward the building of business. On this subject, he said:

"One of my great hobbies is 'put your house in order.' Why spend money advertising satisfactory service, congenial officers, accommodating employes, when you are not prepared to deliver the goods? Therefore, it is more essential that 'first things should come first.' If the Advertising Manager does not have the co-operation of the entire staff—president to porter—his job is doubly hard.

"Some officials believe in ruling by the 'big stick method.' True, results can be had that way, but is it the right kind? The pick-handle on the back of a mule will get action—with both hind feet. The wielder of the club is usually mad; likewise the four-legged animal shows the same attributes.

"A word of appreciation spoken when and where necessary is appreciated, and whole-hearted co-operation is forthcoming. To illustrate: One of our Savings Bookkeepers succeeded in

(*Continued on page 376*)

GINGERING UP THE SAVINGS DEPARTMENT

Banks recognizing value of advertising as business-getter more than ever. Methods followed by enterprising Canadian institution in winning new depositors, as described in address to Financial Advertisers Department Session

By D. McEachern,

Secretary, The Huron & Erie Mortgage Corporation,
The Canada Trust Company, London, Canada.

FOR many months past, signs have not been lacking to show that unusually careful attention is being given by officials of Financial Institutions to their Savings Departments.

The casual newspaper reader in Canada cannot but notice the distinct change that has taken place in the advertising of this Department.

Judging from newspaper space and from the frequency of insertions many important financial advertising appropriations have of late been heavily increased, while the tone of the appeal is noticeably warm, positive and full of good argument.

Coupled with this awakening to the possibilities of good advertising is to be seen the opening of new savings Branches in all parts of the country—wherever a foothold for such business can be secured.

A general all-round recognition of the Savings Department has taken place in Canada. The focus of the successive Victory Loan Campaigns was of necessity upon the saver, and the vigorous, although belated, Government Campaign on behalf of thrift stamps has undoubtedly made a deep impression upon the Canadian Public.

Canadian Financial Institutions have not been slow to realize the need on their part of an energetic follow-up in order that the educative effect of these Campaigns might be conserved and broadened.

Savings Deposits in Canada totalled in July last over $1,170,000,000. In July, 1914, the total was but $671,000,000, an increase of over 75% having been recorded during the past five years.

This showing is noteworthy in view of the magnificent support given by the Canadian Public to five internal loans during that period.

Several of the more useful methods by which new ginger, energy and enthusiasm is being instilled into the Savings Departments of Canadian Institutions may be of interest.

The Problem of the Dormant Account

Advertising—like charity—should begin at home. In every savings ledger there are numerous accounts which for many months, perhaps for years, have been undisturbed by the addition of a deposit. The owner of the account may now be unable to save or he may have fallen into extravagant habits, and it is also quite possible that for some reason he now deposits in a rival Institution around the corner.

The first step in winning back this customer is to make certain of his correct address. This question of depositors' addresses in these days of changes is of prime importance, and it is worth time and expense to keep them up to date.

Good results in winning back old customers have been obtained by:

(1) Securing correct address;

(2) Mailing a well-worded letter of invitation to revive the account;

(3) Mailing more well-worded letters containing "reasons why" until the end is gained or some cause for ceasing the follow-up presents itself.

One letter that pulled told the depositor that his balance on the date of last deposit was $187.53 and if $20.00 each month had since been added he would now be the possessor of $510.22, including compound interest.

The Joint Account

Wherever the Joint Account system has been used it has been found a success. It is a convenience to depositors and causes but little additional work to the Savings Department staff. Institutions which extensively advertise the Joint Account find they are combining a much appreciated service feature with a business-getting and a business-holding force.

Women are not longer content to allow the family purse or the family savings account to wholly remain in the possession of the nominal head of the household. The Joint Account steps into the breach and amicably solves this financial problem in many households. By its adoption, funds on deposit may be added to or withdrawn at any time by either of two parties or by any one of two or more parties. In the event of the death of one, the money automatically belongs to the survivor or survivors without recourse to any form of legal procedure.

A Joint Account is opened in this fashion, "John Jones or Mary Jones, or either or the survivor," and for purposes of protection to all concerned, the signatures of both are secured on a card on which appears a declaration reading as follows:—

> "We hereby declare that all moneys which are or may hereafter be deposited in above Savings Account are held by us on a joint tenancy, and are payable in the event of death of either of us to the survivor, and we hereby agree and direct that all such moneys may be legally paid to and received by either of us on a

cheque or receipt signed only by such individual, and that such payment shall discharge The..... (Institution's name)..... from all liability whatsoever in connection with the moneys paid."

The above wording is widely used, but of course it may be varied if thought advisable.

A growing tendency has been noticed to use this Joint Savings Account privilege to dispose of funds after death—in this way saving much inconvenience, together with the delay and expense attendant upon the probating of a will.

Women Depositors

Speaking of women depositors, have you ever analyzed the new accounts opened in your Savings Department during say a twelve months' period? If so, you will have noted the large and growing proportion of women depositors. This is, I believe, a general condition and it is leading financial advertisers into broader fields of endeavor. The majority of the urban male population cannot call at the Savings wicket during office hours. The mechanic's wife is therefore not only responsible for the household expenditure, but is also entrusted with the maintenance of the family Savings Account. Likewise to a large extent this is true in the case of the farmer's wife. A goodly portion of the farm income is actually earned by her in the dairy, poultry yard, garden and field. Why then should the bulk of financial advertising be aimed at the male population? Should not a substantial portion be expressed in the language that would best appeal to the good sense and thriftiness of women?

Attractive Pass Book

A somewhat neglected feature of Savings Department operation is the pass book. It is the connecting link between the depositor and the Department, and a neat and well-printed book will repay an extra price per thousand. A badly soiled or torn pass book should be replaced by a new one after the ledger keeper has secured the depositor's permission.

Closed Accounts

When a savings account is wholly withdrawn, what does your ledger keeper do with the pass book?

The wide spread practice of retaining the book at the wicket because of some musty regulation is open to criticism. If the depositor is allowed to surrender his pass book simply because he is temporarily in need of funds, his connection with the Savings Department is completely severed. He should be told to keep the book as doubtless it would be found of use at a future date when he has further funds to deposit.

Departmental Co-operation

It has been truly said that the Savings Department is the nursery for the other Departments of a Financial Institution. Since, therefore, this Department furnishes prospects who may be readily persuaded to use other branches of the Institution's activities there should be reciprocation.

In the Investment, Trust, Safe Deposit Box, Real Estate and other Departments will be found hundreds of good customers who for no particular reason keep their Savings Accounts elsewhere.

The personal invitation of officers, tellers and clerks to customers of these Departments with whom they come in contact will accomplish good results at no additional expense to the Institution. Oftentimes the mere suggestion that maturing interest coupons, rentals and other income be deposited at the Savings wicket secures choice and profitable business and this form of co-operation supplies in many cases the missing link between general savings advertising and the actual opening of accounts.

Personal enthusiasm on the part of every person connected with the institution is an important consideration when laying plans for a greater Savings Department. With this aid, carefully prepared programs will attain their goal with a minimum of expense and effort.

It has been amply proved that the interest of employees in the forward progress of any business is best secured when a system of reward for well-doing is worked out which will include all on the pay-roll in a fair and equitable manner.

The Question of "Stunts"

Freak advertising of any kind has never been very successful in Canada. Financial advertising of a sensational nature in the accepted sense of the term is regarded as a grave error, and seldom has it pulled satisfactorily.

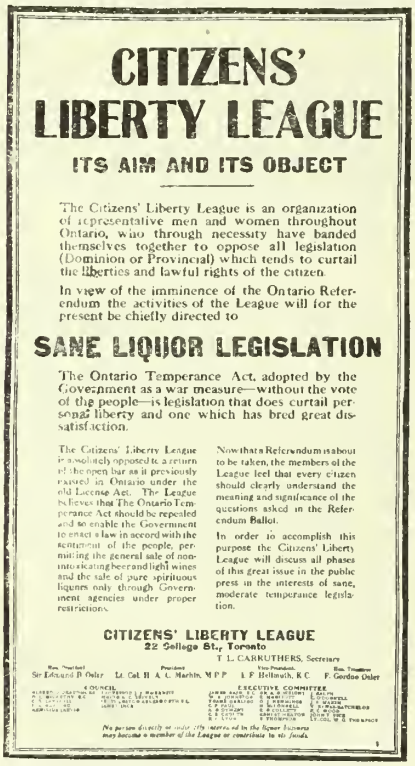
The month in and month out, year in and year out, unrelenting persistence in presenting the savings story, while perhaps irksome at times to the stirring soul of the Advertising Manager, is nevertheless the safer and less expensive method of securing savings rather than the spasmodic effort which too often is tinged with sensationalism.

Present Day Conditions vs. the Savings Account

The 1919 high cost of both necessities and luxuries imperils the onward progress of the Savings account in many households. Any encouragement, incentive or even any argument that can be supplied to aid struggling savers should be gladly given. A ray of hope and incidentally a good argument to bring to the attention of depositors will be found in the recent Government assurance that many articles of everyday use will fall in price during 1920. Every dollar therefore that can be saved this year will later on have a greater buying power.

Yet it will be readily agreed that it is the cost of extravagant living which robs the savings account of much of its due. A blast of thrift is imperatively needed throughout the land and from whom could the necessary thrift education better come than from the Financial Institutions?

The reward that surely comes to Institutions which spend money to promote thrift cannot by any means be computed in dollars and cents. The reward is to be found in the goodwill of the thousands who have benefitted by the sound advice and by the encouragement of a courteous service. It is to be found in the establishment of happy homes, the betterment of living conditions and in a growth of national prosperity.



CITIZENS' LIBERTY LEAGUE

ITS AIM AND ITS OBJECT

The Citizens' Liberty League is an organization of representative men and women throughout Ontario, who through necessity have banded themselves together to oppose all legislation (Dominion or Provincial) which tends to curtail the liberties and lawful rights of the citizen.

In view of the imminence of the Ontario Referendum the activities of the League will for the present be chiefly directed to

SANE LIQUOR LEGISLATION

The Ontario Temperance Act, adopted by the Government as a war measure—without the vote of the people—is legislation that does curtail personal liberty and one which has bred great dissatisfaction.

The Citizens' Liberty League is absolutely opposed to a return of the open bar as it previously existed in Ontario under the old License Act. The League believes that The Ontario Temperance Act should be repealed and so enable the Government to enact a law in accord with the sentiment of the people, permitting the general sale of non-intoxicating beer and light wines and the sale of pure spirituous liquors only through Government agencies under proper restrictions.

Now that a Referendum is about to be taken, the members of the League feel that every citizen should clearly understand the meaning and significance of the questions asked in the Referendum Ballot.

In order to accomplish this purpose the Citizens' Liberty League will discuss all phases of this great issue in the public press in the interests of sane, moderate temperance legislation.

CITIZENS' LIBERTY LEAGUE
22 College St., Toronto

T. L. CARRUTHERS, Secretary

Hon. President: Sir Edmund B. Osler — President: Lt. Col. H. A. C. Machin, M.P.P. — Vice President: A. F. Hellmuth, K.C. — Hon. Treasurer: F. Gordon Osler

COUNCIL — EXECUTIVE COMMITTEE

No person directly or indirectly interested in the liquor business may become a member of the League or contribute to its funds.

The Legacy of War

Canada's Dead and Missing	83,036
Canada's Wounded	149,709
Canada's National Debt	$1,670,263,691
Soldiers' Annual Pensions	$35,000,000

THE world to-day is staggering with debt. Some of the leading countries are verging on bankruptcy. The British pound shrunk from $4.86 to as low as $4.12½ in New York and the Canadian dollar to 95 cents.*

Five years ago Canada had never dreamed of the financial burden she carries to-day

Canada entered the Great war with a national debt of $337,000,000 or $42 per head of population. Canada emerges with a national debt to date of $1,670,263,691, which is expected to approximate $2,000,000,000 by the end of the fiscal year—or about $250 for every man, woman and child in the country.

Interest charges alone will eat up nearly one-half our present national revenue and soldiers' pensions will have to be provided as well.

Can Ontario Afford $36,000,000 a Year on Drink?

TO Canada's effort Ontario contributed one-third of the men and nearly one-half the money. And she will bear a chief share of Canada's burden of annual charges. If efficiency was necessary to win the war, it is necessary to reconstruct for peace.

"No!"—Four Times—"No!"

No Repeal — No Government Beer Shops — No Intoxicating Beers in Standard Hotel Bars — No Government Beer and Whiskey Shops

THE Referendum will put four questions squarely up to every man and woman in the province qualified to vote. Be sure you answer every question. Be sure you mark your ballot with an X also each question under the column headed "NO" or your vote will be lost to Temperance.

Ontario Referendum Committee

DRYS AND WETS ARGUE IT OUT IN ADVERTISING COLUMNS

The prohibition forces made an early start in their advertising campaign in Ontario papers to win the referendum fight and secure a continuance of the present prohibition measure, originally passed as a war-time measure. Good-size space has been used urging the voters to mark "No" to all four questions on the ballot paper. The McConnell & Fergusson advertising agency (Toronto office) is handling the publicity for the prohibitionists.

The Citizen's Liberty League, the opposing faction, has also been running copy setting forth the principles of personal liberty in a campaign against prohibition. This advertising is being prepared by the McKim Agency. Both campaigns are expected to continue until the eve of the referendum.

SHALL WE CHARGE FOR DEALER HELPS?

The practices of representative advertisers respecting advertising material furnished to dealers. Some valuable pointers in this practical address to session of Direct-Mail enthusiasts

By Earl S. Dickens,

Sales and Advertising Manager, O'Brien Varnish Company, South Bend, Indiana

A LARGE percentage of those enlisted or drafted in the army of distribution, from the presidents of corporations to the humblest employee, have for years been swimming aimlessly upon the surface of the selling sea. Few have even once dived into its depths. Yet, we are in the midst of a period of progress when diving below the surface is getting to be an absolute essential in all branches of commercial industry. The "rule of thumb" in selling is a practice of the past and scientific and exact knowledge must replace it. Now, there are principles underlying every phase of distribution, even including the proper method of distributing dealer helps, and these must be ferreted out if we are to ward off waste and perhaps ultimate failure of all our aims.

Until recent years, few advertising campaigns had any definite object behind them other than to stock up the dealer. The needs of the dealer or the ultimate consumer have too seldom been considered in connection with the advertising campaign. It has taken a long, long time for most manufacturers to realize that they *must* get behind the dealer to reach the man who actually uses the merchandise, and that they *must* send the users to the dealer. Fortunately, however, the haphazard methods of days gone by are fast passing away, primarily because the advertising manager is to-day, in most organizations, a link in the chain of distribution, closely connected with the sales department. Working in conjunction with the sales manager, he has learned that *his* products (advertising) must be sold, first of all, to their own selling force, and on to jobbers and jobbers' salesmen, to the retail dealer, his clerks, and to the consumer, and they must stay *sold* if the business is to grow and flourish.

In my opinion, publicity campaigns without efficient dealer helps are less than 50% efficient. And, therein, it seems to me, lies the answer to the question, "Shall the advertiser charge for dealer helps?" It is right here that we must "dive beneath the surface" to determine the efficiency of our selling helps.

One of the first considerations is the question of whether or not your dealer helps are useful to the average dealer, and whether they are used because they are useful to him. Will they, in *his* opinion, not ours, sell the merchandise? He knows his trade—what they like and dislike—and he knows, too, what arguments for and against the goods will appeal to his customers. Some of you, no doubt, will take issue with my expression "average dealer," saying that no two dealers are alike in taste or judgment, but I am sure you will agree also that in every line of endeavor there are gradations, running from the more intelligent to the indifferent unprogressive fellows. It is, therefore, necessary to take an average, and I believe a safe way to arrive at a satisfactory understanding of our trade is to pick towns of various sizes and to get around to them, studying fifty or one hundred dealers in different localities.

My experience is that the average dealer is alive to the necessity of using intelligently the selling helps offered by most manufacturers, but the trouble has been that too many selling helps have been prepared and distributed without first acquiring a reliable knowledge of the actual needs of the dealer. If we could have gathered together all of the packages of expensive booklets and printed matter that were lying around under dealers' counters, covered with dust and grime, there would never have been a time during the period of the war when there would have been a shortage of paper. And I venture the opinion that if the truth were known, these same dealer helps were not used, either because of their inefficiency, or because the manufacturer's salesmen had not properly sold them to his trade. If it does one thing, the present increased cost of materials used in the manufacture of selling helps for dealers will not be an evil unmixed with good. If manufacturers generally can see the necessity of supplying *fewer* and *better* helps to their trade and succeed in making the dealer see the value in their intelligent use, the present conditions will have aided materially in increasing the efficiency of an important part of the entire selling plan.

As an advertising manager, I am not particularly anxious to build up a case against the manufacturer. Yet how can we intelligently discuss the subject without giving the dealer due consideration. I am thoroughly convinced that the prevalent waste of advertising and selling helps which naturally gives rise to the question of charging for the service, is due very largely to a lack of keen insight as to the average requirements of the dealer himself.

There is an old saying to the effect that one doesn't value anything unless he pays something for it, and I believe this will hold true as regards selling helps for dealers. Some of you, perhaps, will raise the point that dealers cannot be induced to pay for advertising material. But this is not borne out by actual facts, because to-day there are many dealers who are willingly paying for advertising and selling helps that give them full value for the money invested. You will find, however, that the manufacturers who have adopted a policy of charging for dealer helps are those who first made a careful study of their trade and its requirements, building their helps on a practical basis with *quality* instead of quantity always in the foreground. It will be interesting to quote here, the expression of opinions from a few manufacturers' executives who have gone beneath the surface with a view to arriving at a mutually satisfactory conclusion as regards their policy in furnishing selling helps to dealers.

Mr. John S. Shadbolt, Advertising Manager of Stone-Ordean-Wells Company, the well-known Duluth wholesale grocery house, replied to my inquiry in part as follows: "I must admit that the situation in which the dealer is a live enough wire to see the benefits of advertising to such an extent that he is willing to part with his cash for some of it, is a consummation devoutly to be wished for; but, sad to relate, when you try to entice the average small grocer to advertise at all, it takes an artist to persuade him to accept it for nothing. However, I agree with you that nothing has ever been given away with effective results; therefore, in spite of the indifference of the dealer (possibly because of it) we aim to insure his active interest and support to a certain extent by requesting him to at least pay postage on direct-by-mail advertising which we issue under his name."

Mr. E. J. W. Fink, Assistant General Manager of the Mishawaka Woolen Manufacturing Company, manufacturers of "Ball Band" footwear, makes the following statement: "If a dealer pays all or a part of the expense of the advertising helps, he probably will be more careful to see that proper use is made of them, but if only the dealer who 'comes across' is to receive the helps, is not the seller short-sighted in refusing the assistance he might receive from numerous other good dealers by furnishing these helps without charge?"

Mr. W. J. Wallace, Advertising Manager of Berkey & Gay Furniture Company, writes: "For many years we furnished dealer helps to our trade without charge, and often furnished them without request from the dealer for such service. Our literature has always been carefully prepared, and some of it is of a rather expensive nature. We ascertained that in many instances it was not being used to the greatest apparent advantage and, therefore, we decided that we would make a nominal charge for the service. It seemed to us that if a nominal charge were made for booklets, leaflets and other matter, the dealer would see to it that his money was well invested and he would, therefore, see that distribution was properly made. We went into the matter in detail with our trade, and without a difference of opinion they seemed to feel that the proposition was a good one. We have, therefore, for the most part, worked on a fifty-fifty basis, charging the dealers about half of the cost of our printed matter. As suggested above, this act-

ion was taken by us, not so much to save expense of the preparation of our printed matter, but to insure proper distribution, which we feel we have accomplished."

Mr. C. M. Lemperly, Advertising Manager of The Sherwin-Williams Company, says: "Again it is a question of, 'It all depends on the product, or one might say on the nature of the industry or the trade.' I know there are a great many concerns who are charging for advertising features, and I also know that in our own industry, there is a great waste in the present system. However, I think the time is not yet here when we can make the change in our industry."

Mr. H. Y. Rose, Assistant Sales Promotion Manager of the American Ever-Ready Works, offers as his personal opinion, and not the attitude of the company he represents, the following: "I feel that the decision to charge the dealer for advertising material must be based entirely on the class of advertising material furnished. I do not believe a set charge should be made to anyone for the booklets or envelope enclosures that are prepared by the manufacturer in connection with regular advertising plans. However, should a manufacturer offer to the dealer something in the nature of a handsome sign that would become a prominent store fixture and would be used continually by the dealer, a nominal charge should be made. I believe that by occasionally offering the dealer some special piece of advertising material that is a little out of the ordinary, and charging the dealer for it, we make him appreciate the advertising, and develop in his mind the thought that now he is participating in the cost of such advertising, his business must be growing, and he personally begins to take much more interest in what the manufacturer has to offer."

Looking at the question from the standpoint of the dealer, time will only permit me to quote from one or two letters recently received by me.

Mr. F. P. Mann, President of the North Dakota Retail Merchants' Association, writes as follows: "I think the progressive, up-to-date merchant is perfectly willing to pay his share of the advertising cost, but a great deal of the advertising that has been furnished by the jobbers and manufacturers in the past, has not been the right kind of advertising and I am convinced that millions of dollars have been wasted on this account."

Mr. Herbert S. Cline, Advertising Manager of Livingston & Sons, Bloomington, Illinois' leading dry goods house, writes: "If every dealer could use every selling help that was sent him, there would be no objection to figuring the cost of these helps in on the price of the merchandise. But quite often the dealer cannot do this, and quite often the reason he cannot is that the manufacturer sends out selling helps with little regard for how the dealer can use them. We destroy a great many dealer helps because they are of no use to us. We're perfectly willing to pay for good selling helps that we can use. The Victor Talking Machine Company charges for all selling helps and we buy a great many of them and feel that it is money well spent. It has long been my opinion that there is entirely too much waste of dealer helps. The hit-or-miss system of distribution used by so many manufacturers is much to blame."

Mr. Julius Weil, of the Union Wall Paper & Paint Company of Lincoln, large jobbers and dealers for the State of Nebraska, says: "As near as we can figure, the advertising matter that is now being placed on the market and which really reaches the dealer, is of value in pushing sales. There are, of course, many items that are a waste of time and money, but things are becoming so systematized at present that advertising and sales helps now furnished are of the utmost importance to produce satisfactory retail sales. It is the opinion of the writer, however, that it would be unwise for manufacturers to attempt to put into effect the idea of charging a customer for advertising matter over and above the cost of the goods."

Mr. Harry E. Wheelock, of the George H. Wheelock Company, of South Bend, one of the finest stores of its kind in the middle west, says: "We believe the dealer should be impressed by the manufacturer with the value and cost of the selling helps that he has to offer. We figure in our business that we can afford to pay a manufacturer of a nationally advertised line more for his product, if necessary, than for the product of a manufacturer of a similar line of the same grade and quality, but not nationally advertised. It seems to us that the manufacturer who charges for his advertising helps is penalizing the dealer who is alert and willing to push the product and that the cost of the service should be added in to the cost of the product, and every dealer should stand his share whether the service is utilized or not by him."

Mr. Louis J. Heckler, of Heckler Brothers, "Pittsburgh's wide-awake hardware dealers," says in part: "I believe that the dealer should pay for the advertising helps which are supplied to him by the manufacturer, and this leads me to express an opinion I have had for a long time, but which I have never seen worked out in actual practice. At the present time, I believe at least 50% of the literature which is furnished to dealers is thrown into the paper balers and a great deal of the balance that goes out is not adapted to the community through which it circulates."

The Pasadena Furniture Company, known as the "House of Better Values" and one of the leading furniture houses of the Pacific Coast, expresses the following opinion: "We have come across both methods of handling dealer helps. In some cases these helps are so good that we are glad to get them even though we have to pay a small charge to cover part of the expense. In other cases, we could not use the selling helps although furnished free of charge. We do not think that dealers generally would welcome an opportunity to pay for such selling helps as are offered by manufacturers generally, for the reason that the type of advertising and selling helps usually furnished are not the kind that are a help to the average dealer. Another phase that enters into the question is whether or not the dealer has an exclusive agency for the manufactured article. There is no doubt that such advertising and selling helps are of mutual benefit. Under the present system, these helps in the majority of cases are handled by the travelling salesman, who submits them with the 'take or leave it' attitude. In a word, advertising helps should be so good that the dealers will be glad to get them without questioning the charge therefor."

In conclusion, let me state my belief that the use of fewer and better selling helps, with a nominal charge for the service, would result in untold good, both for the manufacturer and the dealer.

Let us make our selling helps 100% efficient; Let us make our dealer appreciate the value of the helps we offer him! Sell them, first of all, to our own selling force, cautioning our men not to attempt to give away these helps, but to attempt *not* to give them away. Keep in mind that the progressive dealer is not one who accepts anything and everything that is given to him, but the one who makes the best use of the assistance we offer. Let us surround our advertising helps with an atmosphere which will put them above the common level and then make them somewhat difficult to secure! If we do these things wisely, I am sure that the average dealer will be glad to respond to our requests to assume a part of the burden of the cost of good dealer helps.

Engraving Prices Will Show Some Increases

It is reported that a committee of the manufacturing photo engravers is preparing a new scale of charges to take effect with January 1st next. It is expected to affect principally plates in the minimum sizes which extensively kept cost records have shown to be produced at a cost much above the prevailing charges for them. The engravers costs have also been recently advanced through an increase in wages which was enforced by the employees' union a few weeks ago.

Meantime engravers have announced that hereafter "rush" work will be charged for at 50% to 100% above prevailing scale. It has been found that ten hours is required to put work through the different processes within the limits of cost on which the scale of prices is based. Hereafter, work required to be finished within eight hours will carry a special "rush work" charge of 50% over scale, while engravings required within five hours will be charged for at double scale rates.

H. C. Herschman, who for some years has been sales manager of Swift Canadian Company Limited, left Toronto October 1st to become personal representative of Mr. Swift at head office in Chicago.

Mr. Guy Bradt, who for many years has been identified with Columbia Graphophone interests in Canada is leaving that Company, and is succeeded as Manager by A. E. Landon, previously Assistant Manager.

H. B. Kennedy, B.A., recently returned from overseas, has joined the instructional staff of the Canadian Branch of the Pelman Institute, Toronto.

THIRD VICTORY LOAN COPY'S HEAVY TASK

An insider discloses some of the difficulties in its preparation

Dear MARKETING

I am pleased to tell you that the copy for the display advertising end of the newspaper part of this year's Victory Loan Campaign is about complete, but it has been the very devil of a job. In August when we were first called together there was no great enthusiasm. I suppose it was the re-action—everybody was fed up.

When the five co-operating agencies met the Bond men and the Committee of the Canadian Press Association, there was not enough enthusiasm to make a meal. However, there was a job to be done, so we just set out to do it.

As a matter of fact, when we commenced to look into the situation it was much more hopeful than at first seemed possible. The position of the country was good, and of the belligerents who had been scrapping since the beginning, Canada was in by far the healthiest position. We had mighty little floating debt and the only money needed was that required to clean up demobilization. It took us some time to grasp (for public consumption) why the Government needed such a lot of money this year, considering that the fighting was over, until someone hit upon a thought which was a simple one; viz.—that Canada had to crowd into a few months the whole expense of demobilization, whereas her expenses of mobilization had been spread over a period of more than four years. There was something approaching a cheer from the Committee when this pearl was dropped before Sir Marcus Ordeyne.

In addition to this, there was the "whoop it up" stuff in behalf of the soldiers and the usual line of dope about keeping industry prosperous. With that, they turned the "copy hounds" loose, and they dug up their first feast for the Committee.

The resulting brew gave the Committee indigestion, so they had to go back and cook up another pot.

This proved more palatable, although made from the same ingredients. Maybe the Committee's liver was in better working order. At any rate, after a lot of sweating and argument (we became almost English in our capacity to compromise) we finally brought forth sixteen Educational period advertisements, of which you have already seen a few proofs. They give the basic story.

As soon as the dust from the Educational Period had settled down, we got busy on the selling end. Same story, same conferences, same beating over of the platitudes, and finally an injunction to the "copy hounds" to get busy again.

Just at the time we commenced on the copy for the Selling period a few reports began to leak in concerning the wild enthusiasm for the loan in various parts of the country. Opinion pretty generally seems to be that the loan will go to around $500,000,000. If we get that much it will be all right. You see nobody loves a War Government after the war is over.

Miss Canada Gives Account of Her Stewardship

And explains her War Financing to her Citizens

Miss Canada: In humility, because of the sacrifices which have been made for me, but in pride because of the Spirit of Fortitude of your Sons, I come to enlist your most sympathetic support, as expressed by your financial aid, to enable me to meet the many obligations that still remain towards the men who fought. I also wish you to provide me with sufficient National Working Capital to consolidate the position in the world's markets, that you, by your industry, have so honourably won.

Citizens: Perhaps you might like to take this opportunity of telling us how you expended the $310,000,000 we loaned to you last year?

Miss Canada: I would. You will recall that I asked you for funds to carry on the war, and to enable me to advance credits to Great Britain and our Allies, who, by their purchases here, have prospered our farms and factories. Do you want details?

Citizens: Yes. The more facts and figures you give us, the more fully will you answer the natural queries of those to whom you are now appealing for a further loan.

Miss Canada: Very well, then. I suggest you ask me questions. That is the best way to bring out the facts.

Citizens: How much of the Victory Loan 1918 did you use for war expenditures?

Miss Canada: Three-fifths of it—$380,900,000 in fact. Before giving this expenditure in detail I wish to explain that your demobilization expenses as against those of mobilization have been concentrated within a few months. The expense of transporting our Army overseas was spread over more than four years. Consequently the cost of it did not bulk so large in any one year's budget. But to bring home in a few months hundreds of thousands of men spread from England, France and Flanders, Italy, Egypt, Palestine to far-off Siberia, was a gigantic and expensive task. It taxed all my resources.

Citizens: Realizing the conditions you faced, because of the shortage of shipping, and remembering that other parts of the Empire were eager for the speedy return of their men, we think you did very well. Give us now the details of your war expenditures.

Miss Canada: $312,900,000 was spent for the payment of soldiers since the Armistice—the cost of feeding them, part cost of bringing them home, separation allowances to their dependents, the maintenance of hospitals, their medical and nursing staffs, in Britain as well as Canada, the organization and conduct of the Department of Soldiers' Civil Re-Establishment (which includes the Vocational Training Schools) and the financing and operation of the Soldier's Land Settlement Act.

In addition to this, I have already authorized and am paying gratuities to soldiers on their discharge.

Citizens: What is the amount of the gratuity?

Miss Canada: I used $59,000,000 of the Victory Loan 1918 for this purpose, and expect to use $61,000,000 of Victory Loan 1919.

Citizens: Did you make any other disbursements under the heading of war expenditures?

Miss Canada: Yes, $9,000,000 was spent at Halifax, to be used in reconstruction after the disaster.

Citizens: We quite appreciate the fact that these were all necessary war expenditures. Perhaps you will tell us now what you did in the way of advancing credits to Great Britain and our Allies?

Miss Canada: With pleasure. I advanced Great Britain $173,500,000 to help purchase your grain; and I loaned her another $30,000,000 to buy other foodstuffs.

Citizens: Did Great Britain buy any fish from us?

Miss Canada: Yes, $9,000,000 worth. I loaned her the money to pay you for it.

Citizens: Were there any other loans to Great Britain?

Miss Canada: Yes, Great Britain bought $2,900,000 worth of ships built here. I loaned her the money to pay for them. Then I loaned her $5,500,000 to meet other obligations in connection with munition purchases.

Citizens: What security have you for all this?

Miss Canada: Great Britain's pledge to repay—backed by the resources that made her Banker, Manufacturer and Bulwark to her Allies during the war.

Citizens: That's good enough. Did you do anything for our Allies?

Miss Canada: I loaned them $8,200,000 to buy your foodstuffs, raw material and manufactured products.

Citizens: That accounts for last year's Loan. Will you tell us now why you need another Loan, and how you purpose using it?

Miss Canada: I need another loan to finish paying the expenses of demobilization, since the proceeds of the 1918 Loan were exhausted, and to meet the obligations I still owe to your Soldier Sons. I also need money for National Working Capital.

Citizens: What are the obligations to soldiers?

Miss Canada: The cost of bringing them home. The payment of all those still undemobolized, including sick and wounded, who are still in hospital, and who of course remain on the Army Payroll until discharged. The upkeep of hospitals, and their medical and nursing staffs.

Citizens: How much will these items entail?

Miss Canada: $200,000,000.

Citizens: Does that include the gratuities?

Miss Canada: No. I shall need $61,000,000 of the New Loan to finish paying these.

Citizens: Will that include the money to finance the Dept. of Soldiers' Civil Re-establishment, including the Vocational Training Schools, and the working out of the Soldiers' Land Settlement Act?

Miss Canada: No. I estimate $57,000,000 for this. I have already approved loans to the amount of $26,000,000 to soldiers already settled on the land under this Act.

Citizens: What do you consider the great national advantage of having soldiers become farmers, apart from increased production of food.

Miss Canada: The love of outdoor life and the resourcefulness of our soldier citizens are just the qualities to make them successful farmers, and upholders of the best Canadian tradition.

Citizens: Have you any other war obligations?

Miss Canada: Not that I foresee. I have covered the major ones.

Citizens: You purpose extending further credits to Great Britain and our Allies, do you not?

Miss Canada: Yes, to the extent that your loan will permit me to.

Citizens: Why sell to Great Britain and our Allies if they can't pay cash?

Miss Canada: Their orders are absolutely essential to the continuance of your agriculture and industrial prosperity. The magnitude of their orders, and the amount of employment thus created will depend upon the success of the Victory Loan 1919.

Citizens: Will you explain simply this idea of credit, and why it is so necessary that we should give it?

Miss Canada. Farmers and manufacturers (and that includes the workers on these orders) must be paid cash for their products.

Therefore I must borrow money from you to give credit, temporarily, to Great Britain and our Allies

Actually, no money will pass out of Canada.

If you do not grant this credit, other countries will; and they will get the trade, and have the employment that should be yours, to distribute amongst their workers.

And remember, you absolutely need these orders to maintain employment. If you don't, finance them, employment will not be as plentiful, business will feel the depression and conditions everywhere will be adversely affected.

Citizens: Will you use the proceeds of the Loan for any other purpose?

Miss Canada: Yes. I must carry out the National Shipbuilding and Reconstruction programme. I am also committed to advance loans to Provincial Housing Commissions.

Citizens: What are individual—personal advantages to be gained in buying Victory Bonds?

Miss Canada: The fact that Victory Bonds are among the world's premier investments—in security—in good interest yield—and in ready saleability.

Citizens: What do you mean by Security?

Miss Canada: I mean that the whole resources of Canada—all the assets of all the people—plus all the wealth yet to be discovered is behind my pledge to repay you your principal when due and to meet each interest payment

Citizens: What do you mean by "good interest yield?"

Miss Canada: You receive on your savings deposits 3%. Invest in my Bonds, with the security of all Canada behind you, and you get 5½%

Citizens: What do you mean by "ready saleability?"

Miss Canada: I mean that if, at any time, you wish to get cash for Victory Bonds—that is, sell them—you can do it at a moment's notice. Or, if you want to borrow money on them, any bank will loan it to you and accept them as security. For all practical purposes Victory Bonds are as good as money, except that if you keep a bill in a box at home, or in a vault, it doesn't earn interest—but Victory Bonds do.

Citizens. Would you advise a person to take money out of a Savings Bank and invest it in Victory Bonds, and if so, why?

Miss Canada: I would—because I pay almost double the interest paid by Savings Banks and my obligation is undoubted.

Citizens. Do you think Victory Bonds will increase in value

Miss Canada: They ought to. Every person who subscribed to Victory Bonds last year has made money. I have every reason to believe my credit position must steadily advance.

Citizens: You have given a good account of your stewardship, Miss Canada, and realizing the obligations we have to our soldier sons,—our brothers—to our farmers and industrial producers—to our workers everywhere—to You, the Spirit of our beloved country—to those who have so gladly and gallantly died for her—we pledge ourselves to buy your Victory Bonds to the absolute limit of our ability, and thus ensure the realization of our highest and best aspirations for Canada and all Her peoples

Cut this out and read it carefully. It will answer a great many of the questions you may be thinking of in connection with the

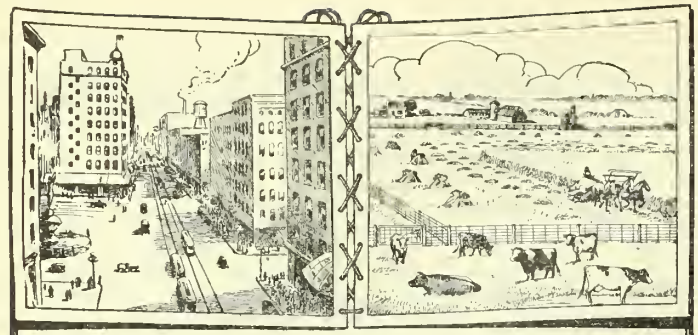
Victory Loan 1919

"Every Dollar Spent in Canada"

Issued by Canada's Victory Loan Committee in co-operation with the Minister of Finance of the Dominion of Canada.

115

The "whole story" told in one advertisement. Not much enthusiasm in the Educational Period, though all the advertisements are big in size



City and Farm Equally Benefit

The man in the city and the man on the farm in each concerned with the other's prosperity, and each has equally strong personal reasons for supporting the Victory Loan 1919

Last year Canada shipped to Great Britain and our European Allies $496,937,191 worth of the produce of our farms

The future of Canadian Agriculture depends upon holding and extending its export trade in farm products, and the future of city and town prosperity is interwoven with agricultural prosperity.

Great Britain and our European Allies provide a ready market. But as a result of the strain of war, they are short of cash. They must buy on credit for a time.

The British market particularly, we must not,—dare not—lose, because we have spent many long years in cultivating it, and establishing a prestige there for Canadian products

Great Britain asks for a credit to buy our surplus food stuffs, and Britain always pays her debts. Our ability to extend this credit depends upon the success of the Victory Loan 1919

Just think what it means to all of us to keep Canadian agriculture prosperous

Canadian farmers form a large proportion of the buyers of Canada's manufactured products, resulting in trade for the manufacturer and retailer, and employment for the man in city and town.

With the money from the sale of his products the farmer buys agricultural implements, gasoline engines, tractors, wagons, seed, wire fences, fertilizers, milk cans, building material, roofing, furniture, carpets, furnishings, stoves, clothing boots and shoes, groceries, drugs, pianos, talking machines, automobiles, papers, and scores of other things

The city and town man makes these goods, and his wages are spent in his local stores, so that starting with the farmer the chain of trade travels through every class of the community

The city again furnishes a home market for the farmers. Our cities have been built by our farmers—by those farm boys who have developed genius in organization, business and finance, and who do not have to leave Canada to find a field for their activities. The farm and city are interdependent the one upon the other Canada requires both, and both prosperous.

Then upon both the man in the city and the man on the farm there rests a direct responsibility Both must shoulder it and unite in making an overwhelming success of the

Victory Loan 1919

"Every Dollar Spent in Canada"

Issued by Canada's Victory Loan Committee in co-operation with the Minister of Finance of the Dominion of Canada

Back of Canada's Victory Bonds

When you loan money to Canada you know your money is absolutely safe.

Back of Canada's Victory Bonds is the secure wealth that Canada possesses—all her industries and all her resources in minerals, fisheries, forests and lands.

Canada has one-third of the area of the whole British Empire, she is larger than thirty United Kingdoms, twice the size of India, eighteen times as large as France. She is practically as large as all of the European countries put together

Canada is larger than the United States including Alaska (Canada, 3,728,863 square miles, United States and Alaska, 3,917,673 square miles)

Canada has over 440,000,000 acres of farm lands—and only one-eighth of it is yet under cultivation.

Canada has the most extensive and best stocked fisheries in the world—232,000 square miles of fishing waters

Canada has over 225,000,000 acres of commercial timber—she is the great forest resource of the Empire

Canada's mineral deposits have scarcely been scratched—yet her mines yielded $210,204,970 last year

Canada's field crops have doubled in five years—from $332,171,500 to $1,167,909,970

Canada's people have increased their bank balances in Banks and Post Offices nearly seventy per cent. in five years—from $1,085,013,704 to $1,740,462,509

Canada's trade has more than doubled in five years—from $1,063,173,372 to $2,564,462,213. Canada emerges from the war one of the world's greatest and strongest nations—her annual wealth equals $2,000 for each man, woman and child of her population.

Canada's Victory Bonds are the most possible investment within safety is the chief consideration.

Moreover, when you loan your money to Canada you know that the interest will be paid every six months—all you have to do is to go to the nearest Bank and get it.

Canadians will soon be given another opportunity to buy Victory Bonds

This will probably be the last time you will be able to purchase Canada's bonds on such favorable terms

Prepare to buy—All Canada is Your Security

Victory Loan 1919

"Every Dollar Spent in Canada"

Issued by Canada's Victory Loan Committee, in co-operation with the Minister of Finance of the Dominion of Canada

The Soul of a Vision

So then—
My part is ended. Other men,
And women, too, still play their part,
With courage resolute and dauntless heart

My broken comrade—
Seared by scars that time can not efface,
Is not the jest of fortune, for he and
A nation's mighty forces doth provide

And those who live—
To carry on our story down the years,
Face not their "quiet days" in bitter pain,
(Forgotten, now they're stilled the nation's fears)
Dwarfed by the lust of pride and selfish gain.

My Canada:
Thou fair land for whom great love
Inspired my youth to supreme sacrifice,
Grant that our service ranks in realms above
May witness bear thee, worthy of the Prize.

To Pay Debts of Honour

To the Dead and to the richness of their dying, we must give pause, and in humility confess a debt beyond redemption.

Before the altar of their sacrifice, Canada is consecrated to make its dominion worthy. The Torch that illumines Victory so dearly bought, must burn eternally. Each year of peace must record an added lustre to our heritage.

But to those who have come back in suffering, Canada owes a debt which money can, in part, repay.

It is a Debt of Honour. Canada was pledged to the end, that the wounded and the sick be adequately cared for, until they were fairly fitted for the competitive existence of civil life

For this purpose, our medical services, and our vocational training schools must be maintained until the need for them is no more

* * * *

These, then, are some of the purposes for which the Victory Loan 1919 is being raised. Other purposes are told about in other announcements.

As you read them, the conviction will grow upon you of the absolute necessity for the

Victory Loan 1919

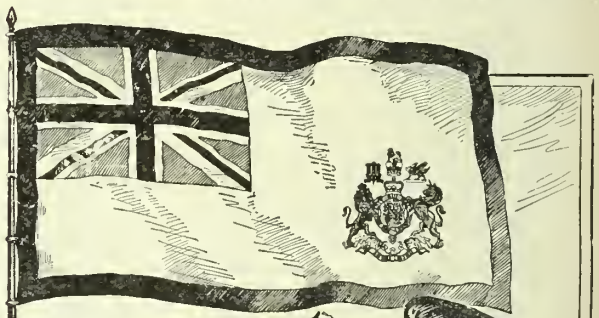
Issued by Canada's Victory Loan Committee in co-operation with the Minister of Finance of the Dominion of Canada

Four and five-column copy run in the Educational Period

We piled into the Selling period of the campaign, and having regard to the digestive state of the Committee, turned them out some soothing syrup and painless publicity. Consequently there wasn't half as much trouble getting this launched, as there was in launching the Educational Period

Personally, I don't think the copy is as good as it might be. It is so blooming logical in parts and so banal in spots, that you are left either cold or bewildered. However, it is the old story of a lot of cooks having their fingers in the pie—or is it the broth? The Selling Period ads are not public yet, but you will see them soon enough.

"One of the Copy Hounds"



"I Hope Every City and District Will Win My Flag"

When Edward, Prince of Wales—eager, bright eyed, smiling and sincere—arrived in Canada in August, and when he voiced his great admiration of the wonderful achievements of Canadians, on the fields of battle and at home, once again we were thrilled with joyous pride

He asked concerning Canada's reconstruction programme, and when he was told of the Victory Loan 1919, he graciously consented to the use of his Coat of Arms on a flag, which is to be the prize of honour for districts achieving their quota in the loan.

In dedicating "The Prince's Flag" at Ottawa on Labor Day, His Royal Highness said in part—

"It is a great joy to me to be associated with the loan, which is the bridge between war and peace, and which is finishing off the job."

"I hope every city and district will win my flag."

Striking, and beautiful in design, this flag will form not only an unique memento of Victory Year, but a lasting and outstanding souvenir of the visit of His Royal Highness—a visit which will remain as one of the most memorable events in Canada's history

* * * * *

The reproduction above shows the design of the flag The body is white, the edge red, in the upper left hand corner is the Union Jack, and in the lower right hand corner the Prince of Wales' Coat of Arms

The flag is made in two sizes, 4 feet 6 inches by 9 feet for small cities, towns and villages, and 7 feet by 13 feet 6 inches for cities of over 10,000 population

Canada has been divided into canvassing districts by the Victory Loan Organization. Each city forms one district. Other districts have been determined according to population

Each of these canvassing districts has been allotted a certain amount in Victory Bonds to sell. To win the Prince's Flag, therefore, a district has to sell its allotment That is the one and simple condition.

Anticipating that many districts will buy far beyond their allotment, the organization decided that for each twenty five per cent excess of the quota one Prince of Wales' Crest be awarded. Thus the workers in a district doubling its quota will be the proud winners of four small crests for their Honour Flag These crests will be sewn to the flag The Prince's Crest—the three ostrich plumes—is shown at the top of the coat of arms

To every organization with fifty or more employees where seventy-five per cent of the enrollment invests a total of ten per cent of the annual payroll in Victory Bonds, a supplementary Prince of Wales Flag in smaller form—48 inches by 34 inches—will be awarded

The allotment for each district has been carefully considered, and is based on a conservative estimate of the purchasing power of the district

Your district can sell its allotment and thus win the Prince's Flag, provided each person does his or her share.

You will gladly do your part and encourage your neighbour to do his

Remember YOUR purchase may be the one that decides whether or not your district is to be the proud possessor of the Prince's Flag

The Prince's Motto is "I Serve"
Will You also Serve?

Victory Loan 1919

Issued by Canada's Victory Loan Committee in co-operation with the Minister of Finance of the Dominion of Canada

EFFICIENT SALES MANAGEMENT

IX STANDARDS—PURPOSE, PERFORMANCE AND POLICIES

Continuing the chapter in last month's Marketing Mr. Lewis here deals with the establishing of standards in advertising effort. Next month's article will deal with "Planning the Campaign."

ADVERTISING standards are based upon two fundamentals—advertising policies and efficiency standards.

The advertising policy of the house is determined by the condition in the market. The fundamental to be determined is: Is the business attempting to cover only a few people in the entire country or a sufficiently large public whose influence, directly or indirectly, will make sales to warrant a national campaign?

It is here that some organizations find difficulty in adjusting themselves to an efficient method of using their advertising appropriation. Many specialty houses are today doing direct advertising who should be doing national campaign work, while other houses are advertising nationally that should be doing direct territorial work.

In advertising a product having a national appeal it may be said that where the financial resources are such as to permit a period of two or three years to elapse in the establishing of the business, before it is necessary to get a sufficiently large volume of business to pay for its own advertising, that national advertising belongs to the first place in the work. Many automobiles have gone into national advertising as the first step in the marketing of their product. This has paid out in some cases and in other cases has failed, not because of the advertising but because of subordinate sales inefficiencies.

In marketing a specialty with a small appropriation, it is important to reach as many possible customers as possible within the territory that can be covered by the sales force. This is the office of direct advertising in the creation of a market.

Where the sales organization, however, is widely distributed and of sufficient size to give attention in its routine of operations to practically all of the possible demand, the business then becomes a national market in no ordinary sense of the word. As a matter of fact, however, the term *national market* is a misnomer, because anyone who knows anything about the territorial peculiarities of Canada realizes that the market in this country is made up of a large number of small markets.

An article having an appeal, for instance, to all business men may go through three stages in the development of its advertising policy:

First, when the sales force is small, it may concentrate its appropriation by direct advertising upon the creation of a market around its offices or in the districts and towns that can be covered by its salesmen.

Second, it gets to the stage where it desires to create a sentiment, not only upon the part of the man who is actually going to buy it, but upon the part of those in his employ or in the general industries to which the product must appeal. Then, coincident with the direct work comes the use of trade journals and the national mediums. These have to be selected with great care, because all publications are the expression of a personality and no personality has a universal appeal.

Third, comes the development when the sales organization is covering the entire country; the obvious buyers have come into line, their immediate influences have commenced to work; then comes the appeal to establish the product as a universal necessity in new lines, if not all business. Here the accent immediately comes upon national mediums supplemented, of course, with highly diversified special appeals to special lines.

After the general policy has been adopted, then comes the question of establishing standards that shall gauge the efficiency with which the policy is being carried out. The great difficulty with many of our advertising departments is that they have no range finders. Splendidly equipped, many of them, with ideas, skill, and art in their representation and a keen willingness to put themselves to the test of adequate results, yet they have no method of determining the sales efficiency of their work. This is largely due to a failure to synchronize the sales and advertising effort, and for that reason it has come to be admitted that the sales and advertising should be under one head and subject to a single directing power. The present tremendous amount of lost motion between the salesmen's effort and the advertising department's effort will in this way be overcome.

There are two ways to test advertising results definitely:

1. *Specific:* Do sales result from the people who ask to be *shown* as the result of the advertising effort? In other words, *Do you get sales from people who ask you to give them more information or to send a salesman as the result of the advertising sent them?*

2. *General:* Do you find that where you put the advertising pressure is where you get the sales result? In other words, do sales rise as a result of advertising expenditure, irrespective of the traceable results?

Several years ago I had the problem of determining results from advertising. A careful analysis for the purpose was made of all the territories in the United States over a period of five years. By having adequate records covering the activities of the organization we were able to determine some very interesting results:

Where we spent the largest amount of money per thousand prospects, we got the largest number of inquiries per thousand prospects; and where we got the largest number of inquiries per thousand prospects we got the largest number of sales per thousand prospects.

Where we expended the largest amount of money per thousand prospects, our advertising cost on the basis of sales was 2.12 per cent.

Where we saved 50 per cent. of our expenditure per thousand prospects, we raised our advertising cost 0.93 per cent.

Where we saved 75 per cent. of the advertising expenditure we saved 0.12 per cent. of the advertising cost; but in the process of saving this advertising expenditure we had reduced the volume of business 30 per cent. In other words, taking the maximum of the advertising expenditure with its maximum of sales as an attainable efficiency and granting it, therefore, 100 per cent. efficiency, we lowered the sales efficiency 70 per cent. in order to save the advertising expense.

The same analysis showed further that where we put the advertising expenditure we had the greatest proportion of sales in relation to competition, that where we sunk below a certain point in advertising expenditure competition gained in those territories. This gave us certain standards upon which to work as a basis for larger campaigning and gave a basis for the formulation of a national campaign in the proper proportions.

Standard Principles of Business Code

About two and a half years ago I wrote to 500 business houses asking them to tell me what their business code was. Three hundred and sixty-one replied that they had no formulated code of principles of business ideals. From the balance of 139, twenty-one only could give me any printed or written form that they considered to be the code of action on which they did business. The rest gave me some glittering generalities about the Golden Rule, or the Ten Commandments, that were palpably thought of on the spur of the moment and given merely as a matter of courtesy, or a dodging of the issue.

Some time ago Adrian O. Joyce, general manager of sales and distribution of the Sherwin-Williams Company (Cleveland), said this:

"The sales manager should know thoroughly the principles on which his particular business is founded, and should strive constantly to inculcate these into the hearts and minds of those with whom he is associated. He should set up definite ideals for his business and bend his efforts toward their attainment.

"In the business with which I am connected, we have collated our ideals in the following Code of Principles:

1. To win on our merits.
2. To be the best and largest concern of the kind in the world
3. To be broad and liberal, as well as aggresive in our policy and methods.

(*Concluded on page 394*)

The Grave Responsibility Of Reader Confidence

DAILY NEWSPAPER readers accept the advertising columns as a legitimate part of the newspaper. Good advertising is good news.

The advertising columns share in the confidence and esteem, as well as in the interest, which the news and editorial columns maintain.

If it were not so, Daily Newspaper Advertising would be bought by the square yard at the price of an agate line, and the price for each thousand circulation would be the same in each Daily Newspaper.

STANDING upon its long and conspicuous record as a leader among Canadian Dailies, The Globe looks forward, not back. Its position with its readers and its advertisers is founded upon the firm rock of SERVICE to-day, as during the past 75 years.

While it leads all other Canadian morning papers by many thousands of circulation daily, it has never made a specious appeal for readers by premiums or other circulation inflating schemes. It has no "mushroom" or "moribund" circulation. No morning paper in Canada which has not resorted to "mushroom" or "moribund" circulation has ever attained to one-half The Globe's present circulation.

The Globe's value as an advertising medium is reflected in the amount of general advertising it carries. "We dare not leave The Globe off any schedule intended to cover Ontario," declared a leading general advertising agent the other day.

Audit Bureau of Circulation statements will be furnished freely by the publishers.

Reader Confidence makes advertising space in all Daily Newspapers worth much money—and more money in some Daily Newspapers than in others. No Daily Newspaper in Canada maintains a higher general advertising rate than The Globe.

Proportionate with its standing in the trust and esteem of its readers, a responsibility is placed on the newspaper by this Reader Confidence, It must see that only worthy advertisements appear.

As a matter of good business, The Globe has declined advertising to the amount of many thousand dollars since the beginning of this year. Its action has not prevented this advertising from appearing where the responsibility to the reader is not so great.

Yet The Globe's display advertising is running heavier than ever before, and about 40% above 1918.

Every advertiser in The Globe, shares with The Globe in the loyalty and favor of 88,000 families, built upon 75 years of sturdy service as a great and complete newspaper.

In Ontario, The Globe is the Predominating Advertising Medium.

Address THE GLOBE, Toronto, or any Branch Office named on opposite page

Advertises Itself As It Commends Others To Do

THE GLOBE PRINTING COMPANY, as publisher of The Globe, is a manufacturer. Its product is sold in Ontario through 3750 newsdealers and active subscription agents.

TO further strengthen the weak link in the chain from manufacturer to consumer. The Glode publishes The Retail Merchants Globe. Its purpose is to show the retailer why it pays to get behind the advertised brand. It is the only paper of its kind in Canada.

More than six thousand retail merchants in Ontario receive The Retail Merchants Globe under stamped mail each month. More than one thousand have written appreciatively.

It contains the news of the retail trade in this Province. It contains stories of Globe advertisers, dealing with plants and products, selling plans, and advertising campaigns.

It shows the retailer why it pays to co-operate.

Many general advertisers and general advertising agencies have expressed enthusiasm for what The Retail Merchants Globe has done for them. Applications from advertisers for space are almost up to capacity for the next few issues.

This Super-Service perhaps would be of value to you. It is free to Globe advertisers. Write us for particulars.

To stimulate sales through its dealers, The Globe is conducting an advertising campaign in 31 Daily Newspapers and five Farm Journals in Ontario. Twenty-six columns of display will appear in each Daily within ten weeks.

Previous newspaper advertising campaigns have been profitable to The Globe. A new note has been struck in the present series of advertisements for thoughtful conception, artistic display, and clever selling argument.

The effect is sure. New and permanent readers will be won for The Globe.

The Ontario Farmer who lives on daily rural mail routes has become a great reader of Daily Newspapers, and a great buyer of newspaper advertised goods. The Globe makes a peculiar appeal to the Ontario farmer through its complete daily market reports and its weekly "Farm and Country Life" section.

These good Daily Newspapers and Farm Journals were chosen to carry The Globe's advertising in a most intensive way throughout Ontario:—

Belleville ....Intelligencer
" .....Ontario
Brantford ....Expositor
Chatham ....News
" .....Planet
Galt.....Reporter
Guelph.....Mercury
Hamilton ....Times
" ....Spectator
Kingston ....Whig
" .....Standard
Kitchener ....Telegraph
" .....News - Record
Lindsay .....Post
" .....Warder
London .....Advertiser
Niagara Falls..Review
Ottawa .....Journal
" .....Citizen
Peterboro ....Examiner
Sarnia .....Observer
St. Catharines Journal
" ....Standard
Stratford..... Beacon
" .....Herald
St. Thomas...Times-Journal
Toronto.....The Globe
" .....Telegram
" .....World
" .....Sunday World
Woodstock ...Sentinel-Review
London .....Farmers' Advocate
Toronto.....Canadian Countryman
" .....Canadian Farm
" .....Farmers' Magazine
Peterboro ....Farm and Dairy

W. G. JAFFRAY,
President

The Globe
TORONTO

WM. FINDLAY,
Adv. Mgr.

Member Audit Bureau of Circulations

BRANCH ADVERTISING OFFICES:

Western Ontario Office : J. P. McBRIDE, 22 Main Street East, HAMILTON.

Eastern Office : J. C. ROSS, Board of Trade Bldg., MONTREAL.

United States : VERREE & CONKLIN, Inc., Brunswick Bldg., NEW YORK ; Steger Bldg., CHICAGO ; 11 Lafayette Blvd., DETROIT.

Great Britain : THOS. R. CLOUGHER, Royal Colonial Chambers, 17-20 Craven St., Strand, W.C., LONDON, ENGLAND.

FLEET STREET LETTER

Circulation figures not commonly disclosed in England. British agricultural mediums not much used by national advertisers, as shown by analysis of advertising carried. Advertising men poorly paid, it seems. Canadian confectionery making its appearance, but none yet being advertised. Interesting comment from Marketing's correspondent in London England

By John C. Kirkwood

HAVING occasion to get some information about British farm papers, I went into the office of one to make enquiries. One of my questions was, "What is your circulation?" and the answer came gravely and positively, "That is something we never tell and never will." Ye Gods! send to Great Britain a representative of the Chicago Audit Bureau of Circulations.

Circulations are not highly interesting to the British advertiser who is probably convinced that it is exceedingly bad manners, even impertinence, to ask a publisher how many copies he prints. The publisher of a book of architects' plans told me that only one advertiser or advertising agency asked the circulation or edition of the book for which advertising was being solicited at £90 per page. The publisher was amazed by the response to the solicitation made, which was wholly by mail. Instead of a maximum of 10 pages being received, several times 10 pages were obtained. £90 per page!

One would imagine Great Britain to be "an easy mark" for the solicitor of advertising. Perhaps it is, perhaps it isn't; but one thing is sure: those who don't solicit don't get business. Which, being translated, means that business doesn't drift to Canadian publishers who don't ask for it.

Agricultural Advertising

Speaking out of impression rather than out of knowledge, I would say that British agricultural papers are not very interesting to British general advertisers. I have in my hands a copy of what is said to be Britain's foremost live stock paper—a very well produced paper. This copy is somewhat larger than common issues, since it contains a special report of a royal agricultural show. An analysis and measurement of this issue shows a total of 11 pages of advertising in an issue of 40 pages (Page size four 13 em cols. x 13 inches). The only advertising contained in this issue apart from strictly live stock advertising is as follows:—

Tarpaulins	10½	inches
Steamship lines	3½	"
Ready Mixed Paint	2½	"
Cream Separator	12½	"
Fertilizers	6½	"
Books	12½	"
Total	48	"

That is, out of a total of 572 inches of advertising carried in this special issue, only 8% is not to be classed as live-stock advertising.

I have before me another agricultural paper—this time one of broad character, covering the whole area of farming. It is a 40-page issue of which 12 are occupied by advertising. Summarized and classified this advertising is as follows:—

Stock Foods	40	inches
Remedies	17	"
Fertilizers	10	"
Seeds	1½	"
Implements	55	"
Buildings & Supplies	42	"
Cream Separator	15	"
Engines	8	"
Tractors	21	"
Motor Cars	7½	"
Fencing	3	"
Lubrication	15	"
Books	9½	"
Clothing	7	"
"Smalls" or Classified	67	"

It may be correctly argued from these two examples that the farm press of Great Britain is not used by advertisers of the things of common family consumption; for such things, for example, as:

- Toilet soaps and sundries
- Fabrics
- Cameras
- Household utilities and equipments
- Vocational employments
- Furniture, furnishings, and furnishing sundries
- Travellers' requisites
- Tools
- Silverware
- Cooking and heating systems and devices
- Electrical sundries
- Watches and clocks
- Beverages
- Apparel and dress accessories in their many forms
- Motor cars and motoring accessories
- Foodstuffs in their many forms
- Plumbing, hygienic and sanitary sundries .
- Footwear
- Stationery and allied sundries
- Musical instruments and music
- Paint and allied merchandise
- Educational aids, including schools
- Confectionery
- Smokers' supplies.

I have purposely set forth this classification of advertising; (1) in order to indicate the lack of breadth in British agricultural advertising; (2) to suggest to the publishers of Canadian farm papers a check-up list for their own use, to discover whether or not the advertising carried in their papers is as representative as it can and should be; and (3) to give a hint concerning the pioneer work which must be done by them if they have been giving any thought to the matter of soliciting British "general" advertising—advertising falling under the group heads set forth above.

Canvassing British Advertisers

If the publisher of any Canadian farm paper has eyes on Britain, then I inform him that he is not likely to make any sudden success in a canvass of the British field.

Because the British farm papers have neglected for years—perhaps for all their life—to solicit British general advertising, they carry practically no advertising of this type; and they have made it hard, by their unfaith in the value of their own media, and by their lassitude, for the Canadian publisher to get early and large results from solicitation work, whether this be done in person or by correspondence.

A Joint Campaign by Canadian Farm Papers

My feeling is that several aggressive Canadian farm papers should unite in a campaign to sell the British advertiser their field and mediums; and that they should have a representative in London—whole or part time. If British advertisers want information about the Canadian farm field and press, they want this information supplied quickly. Intervals of 4 to 6 weeks between letters are quite too long.

On top of a joint solicitation campaign should be a direct-from-Canada campaign by each farm paper. Thus the benefits of massed and individual action would be secured; and eventually, as a consequence of cultivation and solicitation, British advertising would go to the farm press.

A Voluntary Canadian Publishers' Representative

F. A. McKenzie, a well-known London war-correspondent and author, who made a lecturing tour of Canada not many months ago, and who, perhaps more than any other British journalist, has written of Canada in the London Press, had an excellent article in the *London Daily Mail* a few days ago. Its theme was "Canada wants more British made goods". This article appeared in the *Daily Mail's* leader or editorial page, and had the benefit, in addition, of the *Daily Mail's* million circulation. The article spoke positively and persuasively of the waiting market for British manufactures in Canada. Here was a bit of free publicity for Canada, of possible benefit to Canadian publishers. I am wondering if any Canadian publisher will have the enterprise to get this article, reprint it, and circulate it on his own account among British firms engaged in Export trade.

Much British advertising finds its way into the overseas press of the world, and I know of active canvassing going on in this country for certain individual newspapers in the Latin Americas, the Levant and Near East, India and Australia. I know of no similar canvassing going on for Canadian news-

papers, excepting those that have representatives in this country. Canadian publishers can get good business from Great Britain if they want it badly enough, and it is always good to multiply the buyers of one's merchandise.

Analysing Advertising

The several newspapers of Associated Newspapers, Limited (The Northcliffe Press) have been in the habit of keeping a daily, weekly and yearly record of their own advertising, classified or grouped, under these following 29 headings:

- London Retail Stores.
- Provincial Mail Order Stores.
- Textiles and Patent Dress Accessories
- Men's Clothing, Boots, Hosiery, etc.
- Cycles and Accessories (including Cycle Tyres)
- Motors, Tyres and Accessories (not Carriage Tyres)
- Furnishing (apart from Stores)
- Music and Musical Instruments
- Cereal and Infant Foods
- Fluid Beef and Equivalents
- Wholesale Cocoa, Tea, Coffee, &c., Merchants
- Retail Provision Merchants
- Wholesale Prov. Merchants (not otherwise classified—)
- Soaps
- Patent Medicines, Medical Treatments and Instruments
- Temperance Drinks
- Tobacco
- Wines, Spirits, Beer, etc.
- Toilet Preparations
- Displayed Trades (classified)
- Publishers' Lists
- Alien Periodicals (except Newspaper's own publications)
- Amalgamated Press and Newspaper's own publications
- New Issues
- Amusements (not under classified headings or on Leader Page)
- Railways, Shipping and Tours (not under Classified Headings)
- Insurance
- Hotels and Restaurants (not under Classified Headings)
- Resorts

Note—"Amalgamated Press" in the above list means other Northcliffe publications—periodicals, books, etc., published by a separate Company.

The sheet is made out for a week's entries. The totals for the week are added to aggregated totals as from January 1. Thus the sheet shows how many inches of each class of advertising have been inserted to date. In a special book these weekly and aggregated totals are entered for instant comparison with corresponding totals for previous years. Thus the record becomes a revealing and stimulating presentation.

This is an idea which many a Canadian publication can employ with profit. It means some clerical work, but not much extra work, for the presumption is that each publisher already measures up his newspaper or periodical regularly, after some system of classification of advertising. Many American metropolitan newspapers keep very exhaustive records of advertising carried both by their own newspapers, and by competitive newspapers; and they are able, in consequence, to present to advertisers highly interesting and persuasive data.

Lydiatt's Book

It will interest the Editor of *Marketing* and compiler and publisher of Lydiatt's *What's What* to learn that one agency rate man whom I met and who saw me using your Little Green Book immediately said: "Where can I get one of those books?" He had been familiar with it in another agency office, and in his new place desired your book. So I am able to instruct you to forward a copy of your invaluable and unique book to this rate man. This will make three copies of your 1919 Edition in this agency. One could wish for a similar publication for Great Britain, but the time is not ripe for such a book over here: Where publications of the highest type and undoubted value—such as the London *Times* and the London *Daily Telegraph*—find no necessity to declare their circulations; where the attitude of the great majority of publishers is wholly antagonistic to the idea of revealing circulations; where advertising rates are not firm; and where the solicitation of advertising is made up so largely of "bull and bunk", a book like yours would have little authority.

The Pay of Advertising Men

Recently there came into my hands applications from a number of men for a position advertised in the classified columns of a London daily newspaper. What astonished me was the low rate of pay desired by applicants. Two or three of the applicants declared they wanted salaries of from £5 to £7 a week. Others' specifications did not exceed £150 to £200 a year. One man asked £2 a week. I interviewed several of the applicants, and know that some of them were very capable copy-writers. Whether the market price for good men is low, or whether the men themselves estimate their value at too low a figure, I am not very sure, but incline to the view that good men permit themselves to be engaged at an inadequate remuneration. An advertising agency advertised for a manager, salary £300 a year. Agency managers in Canada are not likely to seek similar jobs in London.

Canadian Confectionery In London

Neilson's Nut Milk Chocolate I found temptingly displayed in a neighborhood grocery store—price 4 shillings a lb. I understand that a good deal of Canadian-made chocolate has been marketed in Great Britain, but none has been advertised.

Box chocolates sell in London at 4 shillings a lb., minimum, and 5 shillings a lb. is required when the box has any gilt or style or attractiveness. By contrast I recall the Laura Secord and Betty Brown chocolates at home, sold at 60c. If good Canadian-made chocolates could be sold in Great Britain at 2s.6d. a lb. as they are at home, an enormous trade could be developed. I think I have said this same thing in a previous letter, but it may not hurt to say it over again.

Canadian-Made Boots in England

One day in the Strand I met an old acquaintance—a Canadian boot manufacturer—maker of an advertised brand. He told me that he had sold over two million dollars' worth of footwear in Great Britain; and that he was the only Canadian maker to canvass the British market. For three months he had been in England on his errand.

I cite this incident, not alone for its own interest, but as an illustration of what Canadian manufacturers can do in the British market at the present time, if they can arrange for the delivery of what they may be able to sell. If by Export trade our Canadian manufacturers can double or treble their output, they can give more employment to Canadian workmen, and acquire more money for the purposes of publicity—and it is the latter thing I have in mind. Our Canadian manufacturers, as a class, spend far too little on their advertising. You need in Canada to learn to spend much larger sums in the public press, not for the benefit of publishers, but because advertising, backed up by energetic and well-conceived sales plans, can and does swell sales and returns its cost, with a profit added.

The Selfridge Publicity

I seem not to be able to omit references to the advertising of Selfridge's London Departmental Store; but Mr. Selfridge is a pace-maker in London. Indeed, he is in a class by himself.

His windows facing Oxford St. carry, in the afternoons, sheets pasted on them containing Reuter telegraphic news messages. London's newspapers show no Bulletin service as is shown by the Canadian newspapers such as those in Toronto and Montreal. For one thing, these newspapers are published in and off Fleet Street, where the general public does not throng. So the display of news Bulletins by Selfridge's, in the busy West End, is a real service to the public traversing that section of London.

Selfridge's stores open to the public at 9 a.m. with a sort of reveille blown by a trumpeter through a horn. The bugler takes his position on the roof, and sends the swelling notes out over Oxford St. It is both novel and picturesque, and causes talk, and such talk is costless advertising of a potent sort.

Yet Mr. Selfridge is no piker: he is ready to spend liberally—extravagantly—for his advertising. When London, on July 19, had her wonderful Peace Day celebrations, the street decoration par excellence was the Selfridge Court of Honor. Along both sides of the Oxford St. for the full length of the block on which the Selfridge stores face, were groups of statuary in plaster, on high pedestals. The figure of Victory held wreaths in her hands, or blessed in reverent attitude the heroic services of land and sea. The groups of statuary were united by a festoon of giant size, carried from group to group by an intermediate venetian pole. The Court of Honor thus resulting was a London "sight" for the 3 weeks of its life. The dazzling white of the single and massed figures gave the Selfridge section of Oxford Street great distinction. Many hundreds of pounds were spent by this American-born merchant to celebrate the triumph of Peace. No British-born merchant approached, in conception or achievement the Selfridge Court of Honor.

❦ ❦ ❦

Beginning with its issue for October 5th, 1919, the advertising rate in the *Nor' West Farmer* went to 40c. a line flat. The present net paid circulation exceeds 63,000 copies.

❦ ❦ ❦

The Toronto *World* has just concluded a circulation contest which is responsible for a substantial increase in circulation.

Marketing and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING

Established 1908

Published on the 15th of each month

W. A. LYDIATT

Editor and Publisher

53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 20 cents.

ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 10 OCTOBER, 1919

MARKETING'S $500 IN AWARDS

Intending contributors are reminded that articles in competition for the $500 in awards offered by Marketing, which offer is repeated on page 351 of this issue, should reach the Editor by November 1st. Several manuscripts have already been received. It will scarcely be creditable to those having the required knowledge and ability if any of these awards remain unclaimed. Turn to, and turn in something good.

CO-OPERATING WITH THE DEALER

Furnishing the retailer with a lot of nice-looking electros of newspaper advertisements advertising your product, and asking said retailer to run them in his local paper at his own expense, should not be camouflaged as "co-operating" with the dealer. It is simply a case of trying to get the dealer to pay for your advertising—which may be alright if it can be done without the dealer getting wise.

Some manufacturers have tried it, but without a great deal of success. Some dealers are "easy" enough, or owe the house so much money, that they'll take you up. But there are seldom enough of them to give you all the advertising you ought to have—and they won't keep it up long enough to build up much of a general demand for your goods. When you sift out the results it will usually be found that you haven't got very far toward making your brand "a household word."

But when the manufacturer looks after and pays for his own advertising, and carries on a consistent and persistent campaign—then dealers are more willing to take advantage of an opportunity to get stereos of the package, or of illustrations, or of complete ads, which are used to let his customers know that he carries this certain line "which you have been hearing about" from other directions.

Co-operating with the dealer means doing the advertising yourself, educating the consumer,creating a market for your goods which he can supply. That's your business. It is his business to let his customers know, in his advertising maybe at times, and in his window and other displays, that he handles these goods of yours which they have seen advertised. If you make it easy for him to do this, you are co-operating with him. But if not you leave it up to him to do all the advertising. Most good retailers appreciate co-operation—but not that kind.

Where there's no advertising there may be no reason.

THAT SMART YOUNG MAN

In several recent public inquiries E. C. Fox, who is manager of one of the large firms of packers, has been referred to as a very smart young man.

Possibly it was said sarcastically. Perhaps these investigators thought any young man pretty smart who could prevent them finding out essential facts regarding the packers' control of supplies, believed to be so complete as to defeat the laws of supply and demand.

It may be smart to succeed in securing such control that prices can be manoeuvred, profits piled up and public agitation ignored, if their monopoly actually is so intrenched.

But the packers have contended that they are not crooks, profiteers and highbinders, as popular opinion damns them as being, but are creatures of circumstances over which they have no control. They regard their position and actions as quite defensible.

Then is it smart to have allowed this storm of public indignation to grow to such threatening proportions—fed by the apparent indifference to what the public thought? Was it smart to maintain a "public-be-damned" attitude, and ignore that public good-will without which any business, even a monopoly, soon finds itself in hot water?

Is it smart to permit these "misconceptions" or "misunderstandings" on the public's part to kindle and flame, until the Government is forced to take a hand and "jeopardize one of the biggest businesses in the country," as one packer has expressed it.

If the packers have not actually been squeezing both ends, producer and consumer, to the enrichment of their own pockets, it is difficult to understand why they did not long ago come out into the open and explain the situation to the oppressed public with all frankness, meeting the fire of criticism while there was a chance of putting it out.

"I am of the opinion that the people are desirous that the packer should make a living profit," General Gunn, of Gunn's Limited, is quoted as saying in a recent interview. "I feel satisfied that if we can show the public that this is all we are trying to do, the feeling of antagonism which seems to have arisen will be dissipated. If the packers are to be criticized, I feel that in the past they have not tried to place their case before the public."

Exactly! Evidently the smart young men have been away at the war! Else why have the packers not recognized the necessity of "trying to place their case before the public" before the public felt forced to look into matters on its own account? Mr. Fox's reputation as a "smart young man" seems to be based on his cleverness in keeping the real facts from getting before the public, which is contrary to General Gunn's idea of the best way to dispel the "feeling of antagonism."

If the bacon which we have heard all along could be bought in England at much lower prices than we pay in Canada is actually of a cut or kind which is not wanted here, as Mr. Fox has stated, why not a few advertisements to show and convince us of this fact, highly important from the packers' standpoint?

Why is it that the packers seem to have considered it unnecessary to cultivate and win and hold public favor for their products and business policies? If the conviction has grown in the public mind that their control of the markets is so absolute as to make customary cultivation of good-will unnecessary, the packers can thank their smart young men for the situation in which they now find themselves.

The "public-be-damned" attitude which seems to have characterized the packers' policy during past years has come home to roost, and it now looks as if it were the public that didn't give a damn for the packers, even if they go like lambs to the slaughter.

COMBINES AND ADVERTISING

Other business men may perhaps find a lesson in the experience through which the packers are passing.

Co-operation and organization in an industry may do much to correct the evils of destructive and senseless competition. But too often in Canada they have given a sense of control which has developed an indifference to public good-will and the necessity for individual initiative. These trade associations, or "combines" as the public regards them, engender mistrust and suspicion. This grows if the activities commonly associated with real competition grow less noticeable.

The absence of advertising or other signs of aggressive cultivation of business by individual firms in the industry may easily, after a time, lend conviction to the suspicion that the "combine" actually has things pretty well in hand, so that it is no longer necessary to seek new customers or cultivate the good-will of old ones.

Thus the mere absence of any advertising may easily prove to be bad business, as it seems to have been in the case of the packers. The public expects to have its patronage and good-will sought and assiduously cultivated. If this expectation remains too long ignored, suspicion finds fertile ground for growth. It thus seems to have come about that where there is no advertising, "There's a reason." We are inclined to think so, at any rate. And the suspicions thus fed may easily grow to "jeopardizing" proportions.

When a publisher makes you a concession in rate, look out! You may not be getting your money's worth.

VOLUME ADVERTISING in CANADIAN FARM PAPERS

For Year ending September, 1919

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Total Agate Lines Advtg.
Grain Growers Guide	48*	720	942,884	91,485	9,546	1,043,915
Farmers Advocate (Wpg.)	52	720	674,708	53,418	1,145	729,271
Farmers Advocate (London)	51**	720	656,727	132,414	728	789,869
Nor' West Farmer	24	720	652,070	69,287	3,250	724,607
Canadian Countryman	52	700	499,216	36,962	1,761	537,941
Farm & Ranch Review	24	720	444,701	80,523	2,935	528,159
Farmer's Magazine	24	700	361,182	3,670	4,224	369,076
Farm & Dairy	52	700	336,184	87,747	238	424,169
Canadian Farm	78†	792	319,700	47,843	12,897	380,430
Maritime Farmer	24	672	278,134	24,625	18,475	331,234
B. C. Farmer	12	420	92,181	3,891	1,750	97,822
Ottawa Farm Journal	105	2,432	874,835	57,879	71,110	1,003,824
Family Herald & Wkly. Star	51†*	2,432	794,138	5,358	69,030	868,526
Free Press Prairie Farmer	50††	1,180	376,255	5,914	66,669	448,838
Montreal Weekly Witness	48‡	2,100	144,930	2,984	28,869	176,783

*No issues May 28th, June 4th, 11th and 18th, account strike. **Issue January 2nd not included. †Mid-week Market Supplement omitted, commencing April. †*One April issue missing—page size changed to 940 lines with June 1st issue. ††Issues May 21st and 28th omitted account strike. ‡Does not include month December, 1918. Farmers' Magazine changed to 700 line page, February 1st.

VOLUME ADVERTISING in MAGAZINES for YEAR ENDING SEPTEMBER, 1919.

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Macleans Magazine	12	700*	360,828	10,508	568½
Canadian Home Journal	12	800	243,130	8,791	313¾
Everywoman's World	12	800	224,161	20,594	305¾
Western Home Monthly	12	720	198,469	26,026	304¾
Canadian Courier	26	728	190,945	4,202	267¼
Canadian Magazine	6†	224	76,382	3,161	354¼
World Wide	52	636	71,267	2,007	115¼

*Only 420 lines prior to January. †Only last six month's issues checked

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR SEPTEMBER, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	4	720	83,076	2,227	56	85,359
Farmers Advocate (Winnipeg)	4	720	56,769	1,722	140	58,631
Nor'West Farmer	2	720	52,088	1,762	224	54,074
Farmers Advocate (London)	4	720	50,296	6,387	84	56,767
Canadian Countryman	4	700	45,129	2,806	..	47,935
Farmers Magazine	2	700	37,508	420	151	38,079
Farm & Ranch Review	2	720	35,055	3,571	263	38,889
Canadian Farm*	4	792	30,283	1,838	174	32,295
Maritime Farmer	2	672	26,558	1,943	867	29,368
Farm & Dairy	4	700	25,696	2,082	..	27,778
B.C. Farmer	1	420	6,022	284	147	6,453
Ottawa Farm Journal	9	2,432	105,062	5,468	4,440	114,970
Family Herald & Weekly Star	4	940	74,882	464	2,946	78,292
Free Press Prairie Farmer	4	1,180	25,979	112	4,287	30,378
Montreal Weekly Witness	5	2,110	17,085	35	2,598	19,718

*Does not include mid-week Market Supplement.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR SEPTEMBER, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	37,007	1,130	54½
Canadian Home Journal	1	800	24,186	1,356	32
Everywoman's World	1	800	18,437	1,199	24½
Canadian Courier	2	728	16,089	81	22¼
Western Home Monthly	1	720	15,131	1,492	23½
Canadian Magazine	1	224	14,233	686	66
World Wide	4	636	7,738	489	12¾

The Land of Rich Harv
Even Bigger T

—if you plan on selling your goods here—

create the demand now while these prosperous people are extraordinarily prosperous

65% Population are Farmers!

—reach them most economically through the farm papers published in Western Canada

Ask any Advertising Agency for in
market for your goods—or writ

THE FARM PAPERS

"Farmer's Advocate"
(*Weekly*) WINNIPEG (*Member A.B.C.*)

"Grain Gr
(*Weekly*) WINNI

"Canadian Thr
(*Monthly*) WIN

s Has Produced a Crop
Last Year's—

What Will Your Harvest Be?

The following table contains two estimates on Western Canada's 1919 harvest and actual yield from Government reports for 1918 and 1917.

(Following figures by courtesy of the Grain Growers Guide)

	1919 Winnipeg Free Press	1919 North-West Grain Dealers	1918 1918 Dominion Government Report	1917 1917 Dominion Government Report
Wheat	166,225,000 bushels	165,675,000	164,436,100 bushels	211,953,100 bushels
Oats	268,885,000 "	227,173,000	222,049,500 "	254,877,200 "
Barley	46,961,095 "	37,145,009	47,607,400 "	40,384,100 "
Rye	8,470,000 "	2,268,000	6,181,700 "	2,269,700 "
Flax	No figures given	6,100,000	5,776,000 "	5,835,900 "
Peas	" "	No figures given	121,000 "	77,300 "
Beans	" "	" "	29,000 "	No figures given
Mixed Grain	" "	" "	1,950,900 "	1,926,100 "
Potatoes	" "	" "	18,395,300 "	20,062,000 "
Turnips	" "	" "	7,055,500 "	4,462,000 "
Fodder Corn	" "	" "	134,900 tons	82,900 tons
Alfalfa	" "	" "	66,400 "	88,800 "
Hay and Clover	" "	" "	835,100 "	1,175,000 "
Horses	" "	" "	2,166,027 No. 1	1,922,793 No.
Cattle	" "	" "	3,717,812 "	3,306,431 "
Sheep	" "	" "	606,138 "	485,446 "
Swine	" "	" "	1,407,370 "	1,479,188 "
Poultry	" "	" "	13,376,725 "	
Butter	" "	" "		*20,093,079 lbs.
Cheese	" "	" "		7,538,948 "
Eggs	" "	" "		
Wool	(2) Sask. 600,000 lbs. as compared with 394,000 lbs. for 1918	" "	3,256,000 lbs.	
Dairy Products			(1) $2,071,000.00	
			(2) $48,535,748.19	(2) $39,495,631.11

(1) Include only the wool sold through Canadian Co-operative Wool Growers Ltd.
(2) From Press reports.
*Creamery butter only.

egarding the Western Canadian
he undersigned Farm Journals.

VESTERN CANADA

e" **"Nor'-West Farmer"**
.B C.) *(Semi-Monthly)* WINNIPEG *(Member A.B.C.)*
nd Farmer"
er A.B.C.)

"It's all in the service"

As a group of earnest practical men, skilled in the business of making advertising pay the advertiser, we are content to rest our right to your account on the opinions of those whom we serve.

Norris-Patterson

Limited

ADVERTISING AGENCY

10 East Adelaide Street

Toronto

What Was Said at the New Orleans Convention

(*Continued from page 361*)

securing a very good savings account. The matter was brought to the attention of our President, who, being one of those kind-hearted and real human individuals, invited the young man to his desk and taking him by the hand thanked him for the personal efforts which he was showing in behalf of the institution. This same young man returned to his desk feeling highly complimented by his visit to the President's office, and said 'that was worth more to me than money.' Furthermore, he took occasion to speak of this happy occurence to his associates. I mention this little incident because the transaction was indulged in as an experiment, and it worked beautifully.

"It is the plan of our President to have employes who have secured new accounts during the week to come to his desk in order that he may take them by the hand, and by this act show his personal appreciation for their interest and co-operation.

"The welfare of the employes should be very carefully considered; their comforts and accommodations should be handled scientifically. A Club should be organized through which all the various phases of the fellowship work can be handled.

"A daily publication, for inside circulation, is a very helpful medium Through the 'Ilnoitrust Clearings' we are able to keep the entire force posted on all matters of general interest—when an officer is out of town, all personals relating to vacations, sickness, as well as the publishing of general propaganda.

"Another very beneficial thing is a buying committee or a 'company store.' Through such an arrangement dollars can be saved to the employee, especially during the present H.C.L. Through our store we are able to supply our employes with almost anything required at a very large saving. We have set aside two days a week, Tuesdays and Fridays, from three to five, as store days."

Bank Uses Outdoor Advertising

While newspaper space and printed matter mailed directly to the prospective customer are the bread and butter of bank advertising, window displays, posters and other displays can be made the "dessert", if properly used. Such was the assertion of W. A. Schulte, advertising manager of the Cleveland Trust Co., Cleveland, O., before the session of bank advertising men.

He told of the effective use that he has made of a small space in front of the Cleveland Trust Co., where he uses poster boards "If you do not have such a front yard at your bank, you cannot make one," he said, "but if you do not now have windows for displays, you can make them, and they will pay."

He showed that bank advertising in the newspapers should be backed by other methods to make it pay best, He asked why bank advertising is for the most part dry and uninteresting, and declared that the problems of bank advertising were the same as in other advertising. The advertisements of a

Waste Circulation

IN Buying Circulation, the Advertising Manager too often finds a large portion of the readers of any medium of little or no value to him. In one Canadian Rural Medium at least wastage of circulation is practically non-existent.

The latest A.B.C. Figures show that of the total circulation of the OTTAWA FARM JOURNAL of 20,873, no less than 20,384 copies reach the prosperous and progressive dairy farmers of the seventeen Counties of Eastern Ontario and the three Counties of Western Quebec—a concentrated circulation by rural mail route that is unequalled by any other medium, and this is nearly 5,000 in excess of that of any other Rural Paper in this territory.

National Advertisers have freely recognized the exceptional value of this concentrated circulation, and during April, May and June, 1919, extended their patronage in a lineage 21,276 in excess of that of any other farm paper in Canada.

In every movement for the betterment of the Farmer's business and the improvement of his home conditions, the OTTAWA FARM JOURNAL'S Record is an enviable one.

More than 15% of its subscribers write personal letters each year on matters affecting their individual interests—evidence of the intimate relations between the OTTAWA FARM JOURNAL and its subscribers.

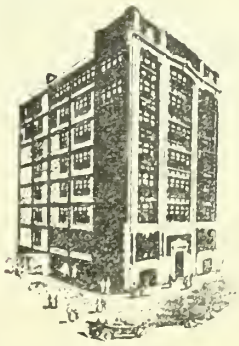
Never before were these agriculturists in so favourable a condition to purchase machinery for the farm, and comforts for the home. Manufacturers of worthy merchandise will find a response here that per dollar of advertising investment is not to be equalled in Canada.

Weigh well the merits of the OTTAWA FARM JOURNAL in making your next appropriation.

Further information will be given gladly.

The

Ottawa Farm Journal



Journal Building

Ottawa, Ontario

The Home of The OTTAWA FARM JOURNAL

Head Your Maritime List with the St. John, N.B. Telegraph-Times Combination

The great province of New Brunswick, whose industries are throbbing with unprecedented activity, stands ready to consume more of your goods than ever before, Mr. National Advertiser.

Make your Maritime list a strong one—and get the maximum of business here for you.

Head it with St. John's combination for quick results—The TELEGRAPH-TIMES-STAR, offering more than 30,000 net A.B.C. circulation daily, with very little duplication.

The cost is a flat one of five cents a line—making it particularly attractive. Your agent will tell you more about it—or write direct.

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A B.C. Papers in New Brunswick

Last Month we announced on this Page that the July Advertising in the

Kingston British Whig

Reached a record of 401,226 agate lines, being 71,442 in excess of the next Kingston paper.

August showed a still bigger gain for the WHIG:

Total Advertising - 457,401 lines
Lead over next paper - 95,613 lines

The Whig dominates in Kingston and district.

WRITE FOR RATES.

bank must "sell" the service which the bank has to offer, just as a progressive merchant must sell his goods through advertising. Some banks in the past failed to grasp their full opportunity, he said, because they did not regard progressive advertising methods as "dignified" enough for a bank Continuing, he said in part:

"I have no quarrel with the phrase 'dignity in advertising'. Personally, I am for a reasonable degree of dignity in anything. My quarrel is with the phrase 'dignity in bank advertising' Frankly, I believe that the widespread acceptance of the terms 'bank advertising' and 'financial advertising' has been a retarding influence against the logical and consistent expansion of advertising as a power in the banking field. These terms have set up various inhibitions of one sort or another; have implied the creation of something that isn't, or never can be, a definitely specialized sort of advertising. You don't hear of *shoe advertising* or *hotel advertising* or *food advertising* as special forms. There is just plain, every day, honest-to-goodness *advertising* with its common-sense application to any line of merchandising.

"But there's the rub—merchandising. Until any bank realizes that it has a merchandising proposition on its hands, that it has commodities to sell, even though they consist of intangible services—until it realizes that it has got to sell its goods to the public through advertising mediums of the same general character, and with the same sort of live, human, interesting appeal to which the public has already been educated, until such a time will the advertising policies of that bank be afflicted with 'dry-rot' and its growth be retarded accordingly."

Commends Posters for Bank Advertising

John Ring, junior, publicity director of the Mercantile Trust Co., St. Louis, addressing the financial advertisers on billboards, said that there was no longer in existence any hostile public feeling to this medium of publicity since the National Poster Association had formulated rules and designs that made it attractive.

"The illuminated board, created by an artist, colored with taste and raised from the ground, standing alone and in a neighborhood that is good, is valuable to that neighborhood as well as to its user," said Mr. Ring.

"The banking industry that wishes to sell its merchandise must utilize this form of advertising in conjunction with its other publicity, if it wishes to put its message over. There are places where the billboard should not be used; but they are few, and as an adjunct to country advertising Uncle Sam put his victorious Liberty Loan over with such smashing effect that to the majority of the people to-day, the Liberty Loan was only advertised on the billboard. Where Uncle Sam went with success we can reasonalby follow. I hold no brief for the billboard, but the business that does not utilize them to-day is either too small to do so or it is a failure."

Mr. Ring emphasized the necessity of billboards in cities of 25,000 as well as in the great metropolis; along the

Cover the Field
with
The Farmers' Sun

Ontario
—the Banner Farming Province

¶ Rate Card will be gladly forwarded upon receipt of request from any responsible advertiser or agency.

You will be well advised to give The FARMERS' SUN consideration in your coming Advertising Campaign.

A Campaign in THE FARMERS' SUN will cover the farming field in Ontario. Established for 28 years, this publication is now owned by the men who till the soil, and each issue is read in over 27,000 farmers' homes. The viewpoint of the farming community is accurately presented in the Editorials of The FARMERS' SUN, and its carefully compiled market reports are up to the minute.

As the official organ of the United Farmers of Ontario, the influence and prestige of THE FARMERS' SUN is felt in every part of the Province.

Your announcement is sure of receptive consideration by a class of consumer with many wants, and the money to satisfy them.

The Official Organ of the United Farmers of Ontario.

¶ The advertising censorship of The FARMERS' SUN ensures 'clean' columns. In protecting its readers it automatically protects its advertisers. Your campaign has everything to gain in that your announcements are never in questionable company.

Make your appeal to a reading public educated to trust the journal of its choice.

¶ The circulation of The FARMERS' SUN is 100 per cent. good. The paper sells solely on its merits, no premiums or forced methods being used by its publishers.

You, as an advertiser, know what this class of circulation means to the 'pulling power' of an announcement. Every reader is interested—not only a percentage.

APPLICATION has been made to the Audit Bureau of Circulations, and preliminary investigation has already been made. As soon as ready, certificate will be forwarded to anyone interested.

The Circulation of The FARMERS' SUN already exceeds 27,000 weekly, and is mounting at the rate of 500 per week; and as the official organ of the U.F.O. (40,000 strong), it carries the weight proportionate to its position.

The Milky Way

THE FARMERS' SUN

56 Now Standing

OFFICIAL ORGAN OF THE UNITED FARMERS OF ONTARIO
PUBLISHED IN THE INTEREST OF THE FARMER, AND HIS FAMILY

TWENTY NINTH YEAR

Farmers Encounter Hostility in Toronto Milk Probe

DAIRYMEN ARE THREATENED

= 56 =

STACKING THE CARDS AGAINST AGRICULTURE

Townspeople Voted to Choose Farmer Caodidate

HALBERT SPOKE PLAINLY

XAMPLES

THE FARMERS' SUN

TORONTO, : : : CANADA

"PUT US DOWN FOR IT WHEN IT'S OPEN"

These are the words of a manager of a big store in Montreal who asked the price of space in a small town near Canada's big seaport city.

He was advised that if the town looked so good to him, the city and the whole street car proposition was just a larger proportion of the same value.

He Signed the Contract

To convince some people you have to get down to unit basis. When you come to that basis, it is then that the real economy feature of street car advertising is so prominent.

Whether one place at $5.00 a month, or 160 at $800.00 the proportionate values are the same.

Have us quote you direct for advertising your product.

The Canadian Street Car Advertising Co.
LIMITED

TORONTO MONTREAL WINNIPEG

These are wonderful times

A GREAT opportunity will have slipped past you, if, a year from now, you have built up no goodwill for your goods and name.

Write your name on the public memory now and you will acquire a consumer-goodwill sound enough to withstand the shock and strain of competition when supplies reach demand level.

Good advertising will do it—and we can do the good advertising.

Federal Advertising Agency

T. H. YULL, Director

Dominion Savings Buildings - London, Ont.

country lane as well as by the boulevards; for the banker as well as for the shoe man. The Poster Association, Mr. Ring remarked, had at last made the billboard respectable and intended to keep up with the public spirit on it.

(Further Convention Addresses will be published next month—*Editor.*)

To Publish Magazine in French

The Continental Publishing Company, publishers of *Everywoman's World*, have announced the publication of *La Canadienne* in French for French-Canadian homes. Representative advertisers and others interested were gathered at evening dinners in both Montreal and Toronto the last week in September to discuss the plans for the new publication. It will be the first magazine of its kind in the language which the French-Canadian loves with all the fervor of his nature, and will be edited by a French-Canadian staff which is familiar and in sympathy with their ideals. In the absence of the competition which magazines in English have to contend with in other provinces, it is confidently predicted that *La Canadienne* will quickly dominate a field heretofore necessarily neglected by many magazine advertisers. The first issue will appear in December, and thereafter it will be published monthly.

Essential Details Missing

The *Nor'West Farmer* of Winnipeg, recently issued a bulletin detailing the results of a census of its subscribers, showing size of families, value of building and live stock, autos owned and use of various products.

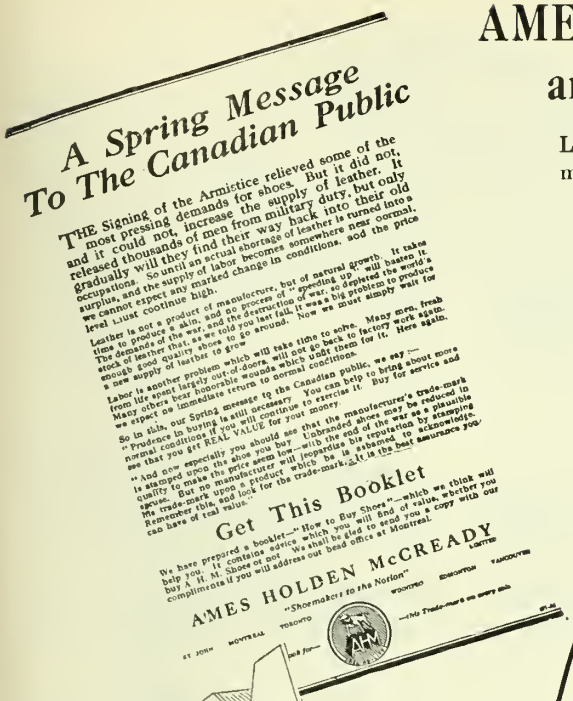
Such data is very interesting, and of considerable value to advertisers if accurately compiled and based on reports from a sufficiently large percentage of the homes. This bulletin does not state the exact number of reports on which the calculations are based, which practically nullifies the value of the data. The frequent recurrence of the figures 183 in the tabulations suggests that the actual number of homes for which reports were in hand was multiplied by 183 in estimating the probable number of *Nor'West Farmer* subscribers owning different makes of cars, etc. In other words, that the number of reports used as a basis for the calculations was actually 1/183 of the total circulation of *Nor-West Farmer*. If this is the case it means that data was actually in hand from only about 291 different homes. This would be woefully inadequate to give the data any value, and some who get the information will perhaps be misled by the statement that "19,032 *Nor'West Farmer* subscribers stated that they used cement" if as a matter of fact only 104 subscribers actually so stated.

At any rate, a statement as to the actual number of reports considered in the computations seems necessary to make the data of any value—and the absence of this is a serious omission. It weakens what might otherwise be a very strong argument, and valuable information for the space buyer's guidance.

AMES HOLDEN McCREADY LIMITED and CANADIAN COUNTRYMAN

Largest Shoe Manufacturers in Dominion regard The Countryman as one of two outstanding farm papers in all of Canada.

THE CANADIAN COUNTRYMAN
Goodyear Building - TORONTO
Member A.B.C.



A Spring Message To The Canadian Public

THE Signing of the Armistice relieved some of the most pressing demands for shoes. But it did not, and it could not, increase the supply of leather. It released thousands of men from military duty. It gradually will they find their way back into their old occupations. So until an actual shortage of leather is turned into surplus, and the supply of labor becomes somewhere near normal, we cannot expect any marked change in conditions, and the price level must continue high.

Leather is not a product of manufacture, but of natural growth. It takes time to produce a skin, and no process of speeding up will hasten it. The demands of the war, and the destruction of war, depleted the world's stock of leather to a very low ebb. It was a big problem to produce enough good quality shoes to go around. Now we must simply wait for a new supply of leather to grow.

Labor is another problem which will take time to solve. Many men, fresh from life spent largely out-of-doors, will not go back to factory work again. Many others bear honorable wounds which unfit them for it. Here again, we expect no immediate return to normal conditions.

So in this, our Spring message to the Canadian public, we say — "Prudence in buying is still necessary. You can help to bring about more normal conditions if you will continue to exercise it. Buy for service and see that you get REAL VALUE for your money.

"And now especially you should see that the manufacturer's trade-mark is stamped upon the shoe you buy—with the end of the war we expect quality to make its appearance again. But no manufacturer will produce the trade-mark upon a product which he is ashamed of. Remember this, and look for the trade-mark, it is the best guarantee you can have of real value."

Get This Booklet

We have prepared a booklet—"How to Buy Shoes" which we think will help you. It contains advice which you will find of value, whether you buy A. H. M. Shoes or not. We shall be glad to send you a copy with our compliments if you will address our head office at Montreal.

AMES HOLDEN McCREADY LIMITED
"Shoemakers to the Nation"
MONTREAL TORONTO WINNIPEG EDMONTON VANCOUVER
ST JOHN

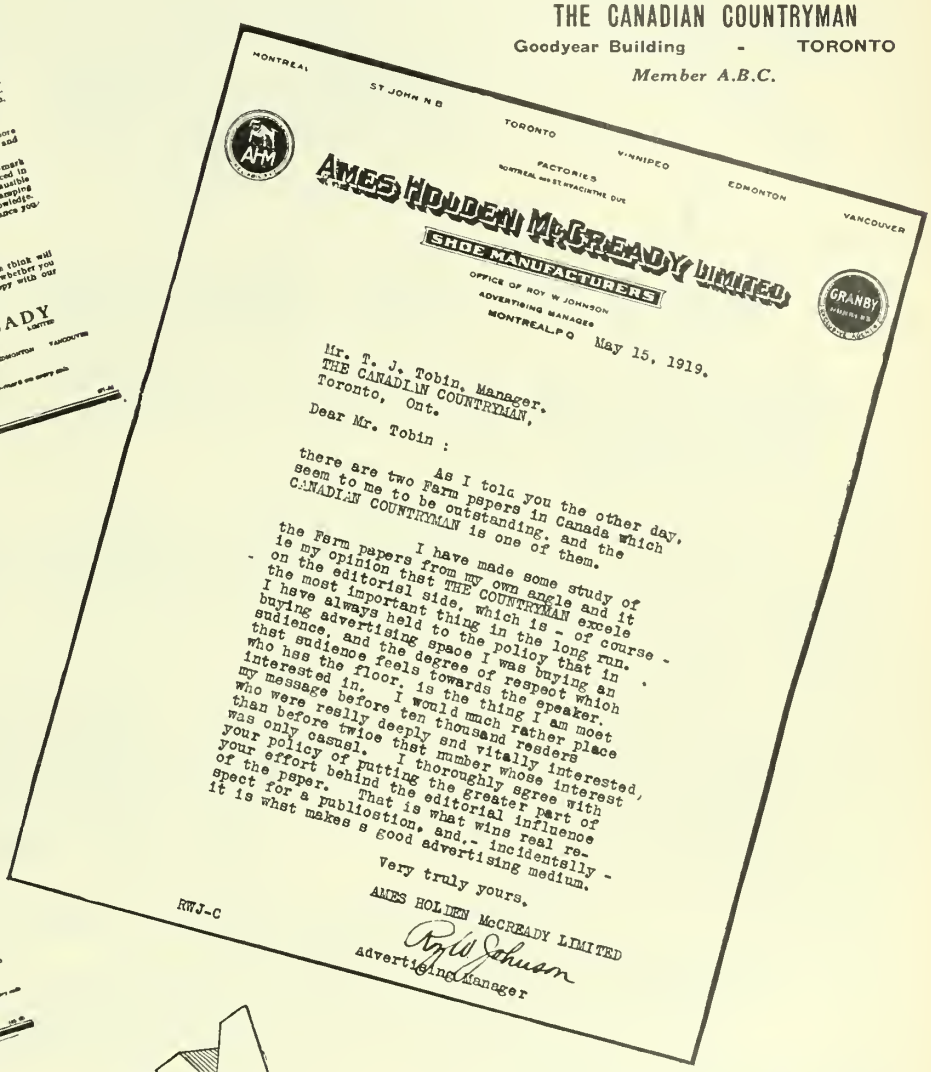
True Economy in Stylish Boots

THE model illustrated is preferred by many women who like the refinements of style, yet do not wish to sacrifice comfort or service.

It has the popular Louis heel, combined with long vamp and medium narrow toe. For those who like a somewhat more conservative style a similar model is provided with the Spanish heel in tube. Either model is always in good taste, and you may be sure of getting the value and of prolonged wear that economy when you call for them. These boots may be obtained in black or tan dull and kid.

More information concerning style values is contained in our booklet "How to Buy Shoes." We are glad to send a copy to any address in Canada, upon request to our Head Office at Montreal.

AMES HOLDEN McCREADY LIMITED
"Shoemakers to the Nation"
MONTREAL TORONTO WINNIPEG EDMONTON VANCOUVER



MONTREAL ST JOHN N B TORONTO WINNIPEG EDMONTON VANCOUVER
FACTORIES MONTREAL and ST HYACINTHE QUE
AMES HOLDEN McCREADY LIMITED
SHOE MANUFACTURERS
OFFICE OF ROY W JOHNSON
ADVERTISING MANAGER
MONTREAL P Q

May 15, 1919.

Mr. T. J. Tobin, Manager.
THE CANADIAN COUNTRYMAN,
Toronto, Ont.

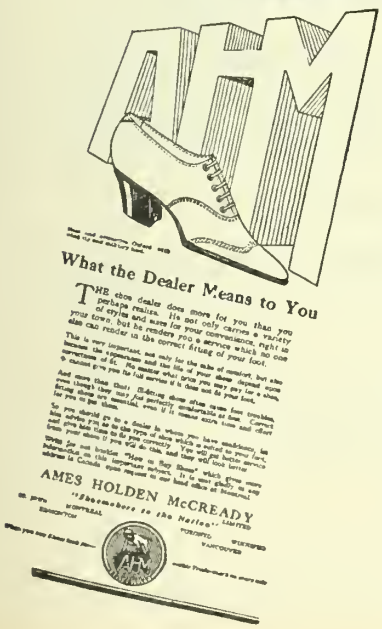
Dear Mr. Tobin :

As I told you the other day, there are two Farm papers in Canada which seem to me to be outstanding, and the CANADIAN COUNTRYMAN is one of them.

I have made some study of the Farm papers from MY own angle and it is my opinion that THE COUNTRYMAN excels on the editorial side, which is - of course - the most important thing in the long run. I have always held to the policy that in buying advertising space I was buying an audience, and the degree of respect which that audience feels towards the speaker, who has the floor, is the thing I am most interested in. I would much rather place my message before ten thousand readers who were really deeply and vitally interested, than before twice that number whose interest was only casual. I thoroughly agree with your policy of putting the greater part of your effort behind the editorial influence of the paper. That is what wins real respect for a publication, and,- incidentally - it is what makes a good advertising medium.

Very truly yours.
AMES HOLDEN McCREADY LIMITED
Roy W Johnson
Advertising Manager

RWJ-C



What the Dealer Means to You

THE shoe dealer does more for you than you perhaps realize. He not only carries a variety of styles and sizes for your convenience, right in your town, but he makes for your convenience, right in also can render you the correct fitting of your foot.

This is very important, and only for the sake of comfort, but also because the important, and only for the sake of comfort, but also because the proper fit is essential to the life of your shoes. Correct measurement gives you the full service it does and fit your foot.

And remember that, fitting shoes often takes more time than selling them. Correct fitting shoes often takes more time than selling them. Correct fitting shoes may not perhaps be the easiest way to sell shoes, but it is the way that will satisfy you, even if it sometimes means some trouble for you.

It is your duty to be familiar in whom you have confidence, for the shoe dealer is the person to whom you look for your footwear. Let him know that you want the best service he can give you. Let him know that you want the best service he can give you. Let him know that you want the best service he can give you.

Where do you buy shoes? Where do they fitting? Which dealer? Remember, in this important matter, the best dealer is the best dealer. Remember, in this important matter, the best dealer is the best dealer.

AMES HOLDEN McCREADY LIMITED
"Shoemakers to the Nation"
MONTREAL TORONTO WINNIPEG EDMONTON VANCOUVER

The Problem of Good Shoes

There is one problem in a thousand who give this subject the attention it deserves. Every year, in Canada, and in other lands, there are millions of pairs of shoes made, and sold, and worn, that are not the right shoes for the wearer, and are uncomfortable, and also do not last long.

All this is unnecessary. It is a very easy to buy shoes which are the right shoes for the wearer, and which last long, and which are comfortable, and which do not cost too much. All that one has to do is to know the right shoes when one sees them, and to know the right place to go to find them, and to know the right person to deal with when the proper place has been found.

Any reliable dealer knows the type of shoe which will suit the wearer, and can generally find the shoe which will suit the wearer. Good shoes are made by the best shoemakers, and the dealer who knows the best shoemakers knows where to find the best shoes.

Look for the manufacturer's trade mark on the shoes you buy. It is a sign of quality, and a sign of good value. Write for our booklet, "How to Buy Shoes." It is free to any address in Canada. Write to our Head Office at Montreal.

AMES HOLDEN McCREADY LIMITED
"Shoemakers to the Nation"
MONTREAL TORONTO WINNIPEG EDMONTON VANCOUVER

How to Buy Shoes

THERE are many things which you need not buy unless you choose. But footwear is not one of them. You must have shoes. And the problem of buying shoes is one that comes home to every man and every woman in Canada.

In order to help you solve this problem, we have prepared a booklet with the title given above. We believe that you will find it helpful and interesting whether you buy AHM Shoes or not. And it is not necessary to buy AHM Shoes to order to profit by the information which is contained in it.

We are glad to send a copy with our compliments to any address in Canada. Please send your request to our Head Office, at Montreal.

AMES HOLDEN McCREADY LIMITED
"Shoemakers to the Nation"
MONTREAL TORONTO WINNIPEG EDMONTON VANCOUVER

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability.

The whole story will be told by a glance at an Ad-Art realistic view of your plant.

AD-ART
STUDIOS
Producers of Advertising Art
7 Victoria Block - Windsor, Ontario

W. G. Rook Leaves Home Journal

William G. Rook, long identified with the *Canadian Home Journal*, and generally credited with the marked success of this pioneer among Canadian magazines for the home, has severed his active connection with it to become Managing Director of the Canadian H. W. Gossard Company, manufacturers of Gossard Corsets.

Mr. Rook is well known in advertising circles in Canada, and in the United States is looked upon as one of Canada's leading advertising men, through his prominence in connection with the affairs of the Associated Advertising Clubs of the World, of which organization he has been Canadian Vice-President for several years past. He was President of the Toronto Advertising Club in 1914, at the time the Advertising Convention was held in Toronto. He is highly esteemed among advertisers generally, as well as among his brother publishers, having served on the Executive Committee of the Canadian Press Association as the representative of class publications.

His separation from the *Canadian Home Journal* will be regretted, though the position this magazine has attained constitutes a tribute to his zeal, ability and constructive capacity. His work was that of a pioneer, in a field which placed many difficulties and the most discouraging of competition in his way. But the character which he gave the magazine, and the steady progress shown, early won him the respect of keen advertisers on both sides of the line, bringing it well-deserved patronage, so that recent years have been comparatively easy sailing.

At a time when every dollar's worth of advertising looked precious he took a decided stand against the inclusion of anything of the nature of objectionable advertising, which policy has been strictly maintained to this day.

His many friends will wish him well, with every confidence of his success, in his new work.

London, Ontario now boasts an illustrated weekly, said to be after the style of Toronto *Saturday Night*. It is called the *Weekly Mirror*, and J. Wallace Laut, formerly with the London *Advertiser* is sponsor for it.

The London Advertising Club held its opening meeting of the "season" on September 24th, when Dr. R. C. Barklie gave an address on Health and Business Efficiency. A round table discussion proved an interesting feature.

Your Advertising Campaign

IN

Halifax

is not complete if you have not included

"The Atlantic Leader"

an illustrated week-end paper. Bright and newsy—it fills a long-felt want.

Write direct for particulars, or have your advertising agency supply you with them.

The Atlantic Leader
HALIFAX

Your Advertising Campaign

Necessitates that you have the best display possible in the most prominent papers of each district to be covered.

The Galt Daily Reporter

has a daily circulation of over 4 300, and covers a district that is very prosperous and where the people are inclined to purchase quality goods.

Allow us to assist you in planning your campaign for this territory. Our rates are obtainable from any standard agency or from ourselves.

GALT REPORTER LIMITED
GALT - - - ONT.

Member Audit Bureau of Circulations.

The Glace Bay Gazette

The Gazette has the largest circulation of any afternoon paper in Eastern Nova Scotia. Average sworn daily circulation for six months ending June 30th, 1919, 5916.

The Gazette reaches readers in all parts of Cape Breton. Its readers include 20,000 industrial workers and the professional, mercantile, agricultural and seafaring classes in the greatest wage-earning community per capita in Canada.

Glace Bay is the largest incorporated town in the Dominion of Canada. Population 20,000, inside its incorporated imits.

The Gazette is the only newspaper published in Glace Bay, its nearest competitor being 16 miles away.

Glace Bay has twenty-one coal mines, where over ten thousand men are employed, whose wage earnings average over $7,000,000 a year.

The Gazette has from 8 to 16 pages. Length of column 16 inches. Width of column 13 ems. 7 columns to page.

If you want to practically cover Cape Breton County with but one paper, you will make no mistake if you advertise in The Gazette.

1866 *LONDON, CANADA* 1919

"Nothing Succeeds Like Success"

The steady progress and success which our publication, The FARMER'S ADVOCATE and HOME MAGAZINE, has achieved during the past fifty-four years as the leading agricultural journal of Canada has been directly connected with and entirely dependent upon the co-operation of the most intelligent and enterprising farmers of Canada, so that their interests and ours are one.

"Persevere and Succeed"

The FARMER'S ADVOCATE motto "Persevere and Succeed" (adopted by the founder the late William Weld) has ever been kept in view, as has also the purpose for which this publication was first established, viz., to be the farmers' **"advocate," "counsellor"** and **"friend."** The continual co-operation of the right class of farmers during all these years has evidenced their readiness to recognise genuine service in this Journal, and as a result this "reader confidence" has meant large returns to our advertisers. It is therefore no surprise that there has been an increase both in subscriptions and the volume of advertising as the years come and go. For instance:—

Actual Cash Receipts

from subscriptions alone for year ended June 30th, 1919, after deducting agents' commissions, exceeded the amount received for the previous year by $5,764.23; also the volume of advertising carried by The Farmer's Advocate and Home Magazine during the same period increased by 97,920 lines.

A "three-fold cord is not easily broken," and our Success is bound to continue so long as the publisher, reader and advertiser are linked up in one common purpose to serve. As for us, we will continue to live up to our **Motto** and **Name**, and are confident our readers and advertisers will continue to show their appreciation by increased patronage.

Send for sample copy of

The Farmer's Advocate and Home Magazine

rate card, circulation statement, etc.

Published by

The William Weld Co., Limited

LONDON, CANADA

(Member of A.B.C. since its inauguration)

Quality and Service

MULTIGRAPH LETTERS

Best Produced Anywhere

Addressing Folding Mailing

HARRY EDWARDS & SON
E. BENNETT, Manager

152 Bay Street, - - TORONTO

PHONE ADELAIDE 3313

ADVERTISING MANAGER

I WISH to connect up with a progressive Canadian firm as Advertising Manager or Assistant. I am capable of supervising general advertising, compiling catalogs, editing house organs, preparing trade paper copy. I can write forceful form letters, handle sales correspondence intelligently, courteously, get up attractive direct by mail literature and supervise follow-up work. I am an executive and can work in harmony with other departments. Eight years experience, six in Canada. Box "M" MARKETING.

An Empire Trade Journal

The Jackson Publishing Company of Winnipeg, publishers of the *Winnipeg & Western Grocer*, are announcing the establishment of a new monthly magazine called *Inter-Empire*, devoted to the interests and promotion of trading within the British Empire. This is certainly branching out, in what may be regarded as a heretofore uncovered, yet very important, field.

"*Inter-Empire* has been established," the announcement states, "for the specific purpose of cementing the commercial and industrial relationships of business firms within the British Empire. It will be a staunch supporter of preferential imperial trading, and will exercise every possible effort for the maintenance and expansion of trade within the Empire It will contain timely and pertinent articles, together with general information, that will enable its readers to readily absorb that which will profit them in regard to the immense possibilities of increased imperial trading. It will deal regularly with the requirements of Great Britain, Australia, New Zealand, Canada, South Africa, India and the smaller dependencies, and will advocate a greater interchange of commodities between all parts of the Empire."

Rather an ambitious programme, to be sure, but these Winnipeg publishers have shown us something of what they are capable by their success with the *Winnipeg and Western Grocer*, which covers a large field so acceptably.

The Victoria, B.C. *Times* published a most interesting Souvenir Edition in connection with the Prince of Wales visit to Victoria, picturing and describing in many intimate articles the part played by Victoria citizens in the war.

The Monarch Knitting Company has prepared four-page and two-page inserts in colors to run in trade papers reaching the dry goods and men's wear trades, through Norris-Patterson, Ltd., their advertising agents.

Editor MARKETING—

We wish to draw your attention to the damaging statement regarding our paper contained in an article of your August issue, by Edward Beck. The writer in question states that the St. John's *Herald* has been eliminated from the newspaper field in Newfoundland; this is entirely incorrect, and we wish to have matters put right at once. The probable basis of this misguiding information is that our name was omitted from the McKim Newspaper Directory, as it was thought by them that we had been put out of commission, entirely, owing to a fire, which destroyed our plant in December 12th, 1918, and we have recently written regarding the matter. While, we were temporarily put out of commission owing to the misfortune which befell us, we resumed publication on March 18th, of this year, and are now going as strong as ever, and equipped with a bigger and better plant.

We would therefore thank you to have the correct facts concerning us inserted in the next issue of your magazine.

Yours truly,
Evening Herald, Ltd.,
J. Kean,
Business Manager

St. John's, Newfoundland, Sept. 2, 1919

The business man
seeking a really good Bond Paper at
a moderate price should ask for a sample of

Earnscliffe Linen Bond

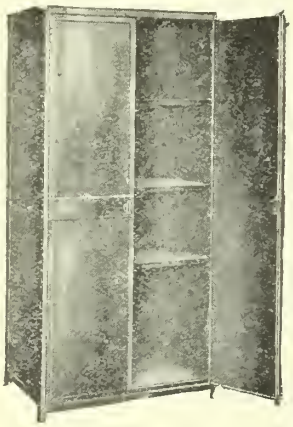
Facsimile of watermark

IN WHITE AND EIGHT TINTS

If your stationery bears the "R Shield"
watermark it is guarantee of
"ROLLAND QUALITY"

The ROLLAND PAPER CO. -Limited-
HIGH-GRADE PAPER MAKERS
MONTREAL, CAN.
MILLS AT ST. JEROME AND MONT ROLLAND, P.Q.

Complete Your Office with this Handy Steel Stationery Cabinet



AMONG the many styles of office, factory and shop cabinets we make, the Stationery Cabinet illustrated is one of the biggest sellers.

It takes proper care of stationery, printed records, forms, etc. Is proof against rats and mice, fire resistant, sanitary and indestructible. Ideal receptacle for labels, cancelled cheques, stamped envelopes, etc. The cost is moderate. Finished as desired in baked-on enamel.

DENNISTEEL
Made in Canada

Ask for illustrated folders.

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Halifax Montreal Ottawa Toronto
Hamilton Winnipeg Calgary Vancouver

STILL GOING STRONGER

October 11th issue was one of the largest in the COURIER'S history.

The reasons for this are many.

National advertisers realize the importance of having their advertising appear in a magazine that exercises the strictest censorship over all advertisements inserted in its columns.

50,000 householders located in the 85 trading centres from one end of Canada to the other, know—and have known for a long time—that only the most reputable firms can gain access to their homes thru the COURIER.

Because of this rigid censorship, every message conveyed by the COURIER for the manufacturer reaches the "inner circle" of the home and performs its mission.

Go over your list again to ensure the COURIER'S inclusion.

Twenty-six issues a year at 35c. a line per issue is the cheapest advertising value obtainable in high class mediums.

CANADIAN
COURIER
Member A.B.C.

181 SIMCOE ST. TORONTO

PROSPEROUS ONTARIO

THERE is no other section on the North America Continent more prosperous than the Province of Ontario, and the *Ontario Farmer* is the backbone of the prosperity of the Province.

The Farmers of Ontario

who specialize in Live Stock, and who keep abreast of the times by reading the highly specialized information on MARKETS in "CANADIAN FARM" are the farmers whose trade is worth cultivating to-day. They are keeping their best breeding animals and selling their surplus.

Market Information

is gathered by a market expert of the highest standing, and "CANADIAN FARM" places this information in over 30,000 Farm homes every Wednesday and Friday.

Canadian Farm

now dominates the Ontario Farm Field with a circulation as at October 1st, 1919, of 29,201 in the Province of Ontario, and a total *net paid* circulation of 33,570.

"CANADIAN FARM" is sold on Merit and Service only, no Premiums, Club offers, or Special inducements of any kind are used to obtain subscriptions.

"SERVICE COUNTS"

Present Advertising Rate 15c. per line
New Advertising Rate 18c. per line
Effective January 1st, 1920

Member A.B.C.

For Further Information Write to
CANADIAN FARM, TORONTO

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Eastern Representative: WILLIAM F. HARRISON, 609 Lumsden Bldg., Toronto

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

Changes Among Newspapers

It is reported that the owners of the Regina *Leader* have secured control of the Saskatoon *Phoenix* and are arranging to inject new life into it.

A merger of the companies publishing the Kitchener *News Record* and the *Ontario Journal*, the latter a weekly newspaper, has been announced. W. V. Uttley, managing editor of the *News Record* for many years has disposed of his interests. It is proposed to continue issuing each paper under its distinctive name.

Interests identified with the Liberal party are said to be negotiating the purchase of an evening daily in Winnipeg, presumably the *Telegram*, with the intention of changing it into a morning paper. Another rumor has it that a new morning paper will be started. Doubtless definite announcement will have been made by the time this issue of MARKETING reaches its readers.

The *Bulletin*, published every day noon, is a new daily which made its appearance in Fort William a couple of weeks ago. It is said to be identified with the Davidson & Smith interests which control several Western dailies.

The *Saturday Evening Post* is to have an English edition, which will be published by Odham's Ltd., the proprietors of a string of newspapers, including the well-known *John Bull*.

The *London Free Press* is at present conducting a circulation contest with trips to the battlefields of Europe as prizes.

Montreal Star Raises Rates

Announcement has been made of an increase in the advertising rates of the Montreal *Daily Star*, effective January 1st next, when the transient run of paper rate will be 20 cents a line, grading down to 13 cents on ten thousand line contracts and 12 cents on twenty thousand line contracts. Reservation contracts may be entered meantime at present scale, for space to be used during 1920, provided schedule of insertions commences before March 31, 1920.

WE SPECIALIZE IN

FOLDING BOXES

CONFECTIONERY BOXES MAILING TUBES

ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL

Quality and Service

Dominion Paper Box Co., Ltd.

TORONTO, Ont.

The Publication of "INTER-EMPIRE" is a reflection of the Signs of the Times

"Inter-Empire"

is the Best Medium for getting and keeping in touch with the

BRITISH OVERSEAS MARKETS

A British Business Journal for British Business People

ONE LANGUAGE - ONE EMPIRE - ONE DESTINY

If You Want to Link Up with British Overseas Business?

If You Want to Have Your Lines Faithfully Represented Overseas?

If You Want to Represent Overseas Lines Where You Are?

If You Want to Expand Commercially in All-British Channels?

If You Want the Benefits of an Increased Interchange of Commodities with Your Own OVERSEAS KINSMEN?

"Inter-Empire"

will answer every requirement

Inter-Empire will circulate in New Zealand, Australia, Canada, South Africa, India, the British Isles, as well as all other portions of the Empire.

Published monthly by

THE JACKSON TRADE PUBLISHING COMPANY

McIntyre Building
WINNIPEG, MANITOBA

CANADA

512-13 Dominion Building,
VANCOUVER, B.C.

Write for full particulars, including advertising rates and service offered.

BUILD WITHIN THE EMPIRE!

WELL established firm with Offices in Manchester, and Representatives in London and Birmingham, desire Sole Agency in England for good Novelties of Domestic use. Correspondence invited from manufacturers of good standing.

Box M.

HARRADENCE & EATON,
92 Market Street,
Manchester - England

Marketing

will come to you every month only when you are on our list of paid-up subscribers. $2 annually — that's all.

Offers Advertising Service to Opticians

Canadian opticians will not lack for good copy for their local newspaper advertising, if they take advantage of the splendid advertisements prepared for their use by the Canadian Optical Company, Ltd., of Toronto.

A large and very attractively gotten up portfolio of these advertising helps is being distributed to the trade, offered as a "contribution toward bigger business". Numerous illustrated newspaper advertisements are shown in reduced size, and electros of these are offered the dealer who sells "Canoko" products at actual cost of stereos and express charges, of which amount one half is refunded upon proof of insertion in a local newspaper. Cuts of numerous separate illustrations are offered the dealer who wishes to write his own copy—also slides for display in motion picture theatres, window cards and a booklet entitled "Care of the Eyes" may be obtained, with name and address printed on cover, for $3.00 a hundred. Suggestions for sales letters are also offered.

To encourage the use of these cuts the Company has sought the co-operation of publishers. The book has been tent to local newspapers with a letter asking that the publisher canvass local opticians and endeavor to secure an advertising contract. This suggestion will doubtless be acted on by many publishers. But there seems no doubt that such electros would be more extensively used by local opticians, and the co-operation of newspapers more readily secured, were the "Canoko" people to do more general advertising in the newspapers on their own account. Leaving it up to the local dealer to carry the burden of the advertising is a policy which has not proved a huge success, even when suitable electros are furnished. Yet dealers are more inclined to co-operate, and tie up the manufacturer's advertising to his store, when the manufacturer does sufficient advertising himself.

❦ ❦ ❦

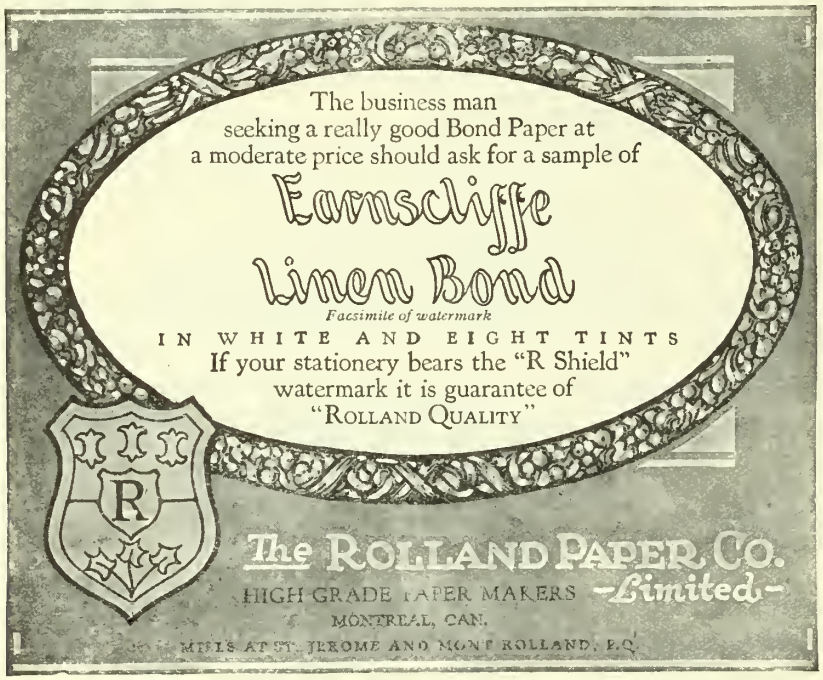
W. L. Massiah has been appointed advertising manager of Sherwin Williams Company of Canada Ltd., Montreal, in succession to F. A. Mann, who several months ago was appointed sales manager. Mr. Massiah has been with the Sherwin Williams Company for a number of years, first as a salesman in the Ottawa Territory, and latterly in the head office at Montreal where he has been associated with the advertising work.

❦ ❦ ❦

S. E. Anglin has been appointed assistant sales manager of the Harris Abattoir Co., Ltd., West Toronto. Mr. Anglin was formerly in charge of the shortening and oleomargarine department of this company. As assistant sales manager he succeeds Alex. Hall, who recently left to take charge of the Gordon Ironsides & Fares Company, Winnipeg.

❦ ❦ ❦

Eug. Julien & Cie of Quebec send MARKETING a copy of their new mail order catalogue of furniture. It is a large 180 page and cover book, printed on coated stock, and is both French and English. The illustrations are larger and more spread out over the pages than seems necessary. Fewer and smaller plates might have been arranged in much more condensed make-up with a considerable saving in the expense. The descriptive matter also seems inadequate for a mail-order catalogue. Nevertheless, it is a creditable production and speaks well for the enterprise and importance of the firm.



PUBLISHERS ADVERTISING MEN

Be sure you are on our list. Do not miss one single copy of our

"QUALITY AND SERVICE"

During the year 1919-1920. Our fourth year of honest endeavour to serve the Trade. Send your name now to

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

$2,000,000 in Buildings for London, Ont., this Year

While some cities are holding back, London is enjoying the largest building programme in the history of the city.

Building betokens business. Many of our factories are enlarging. New factories are going up. Every contractor is busy on dwellings. Naturally, business is not going to be stagnant in such a community and, therefore,

Every Store in London is Busy

Optimism, bustle and busy cash registers are the rule. The industrial unrest so prevalent in many other centres has not made its appearance here to any extent.

London's stores will warmly co-operate with the national advertiser in displaying his goods and supplementing the advertising with that personal co-operation so invaluable to any campaign.

The London Free Press specializes in securing this dealer "assist."

The market you reach—urban and rural

The circulation of this paper in London is almost twice that of the next daily. The quality of this circulation is obvious when you consider that London folks are mostly home-owners and all are prospering.

Then the London Free Press gives you access to a remarkably fine farming empire —Western Ontario—than which there is none better or more desirable to reach from the national advertiser's viewpoint.

The population in the sphere of influence of the London Free Press is, roughly, a half million, choice prospects for a high-priced article, daily consumers of all that is best in Canada's markets.

Ask any recognized advertising agency. Research facts, rate card, sample copies and specialized information gladly sent.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

A.B.C. Audited

PAID Circulation over 40,000

CONDENSED LIST OF CANADA'S PRINCIPAL MAGAZINE AND FARM PAPERS

With page sizes, closing dates, circulation figures and advertising rates, compiled by MARKETING for the convenience of its readers in making up fall and winter schedules.

THERE have been a number of important changes in the magazine and farm paper fields during the past year. If you haven't been keeping a careful record of the occasional announcements of increases in circulation and advances in advertising rates which have been going out to advertisers and agencies every few weeks, your calculations for this fall and winter's advertising will be considerably astray. The western farm papers particularly have shown substantial increases in circulation during the year, and these have been accompanied by new schedules of advertising rates every few months. In some cases the rates now in effect represent a 50% advance over the rates obtaining a year ago, with corresponding increases in circulation.

Publications in these fields have been seriously affected by the increased scale in printing charges as well as the higher paper costs, making increases in advertising rates absolutely necessary if their service to advertisers is to be maintained.

The compilation of data in this condensed form is necessarily incomplete. However, every reasonable effort has been made to insure its accuracy. Every publisher was asked for figures showing the net paid and gross average circulation for the month of August. In some cases the publishers chose to give figures for other months or the figures appearing in their latest A.B.C. report—while in a few cases no information came to hand, though repeated requests for it were made. In these cases, marked *, figures were taken from the 1919 edition of LYDIATT'S BOOK and the advertising rates were those in effect the first of the year.

The circulation figures quoted are as stated by the publisher for the month of August, 1919, except those marked ** which are from the publishers' latest A.B.C. statement, and those marked * which, together with the rates quoted, are from the 1919 LYDIATT'S BOOK.

Where the name of the publication appears in bold face type it indicates membership in the Audit Bureau of Circulation and that publishers circulation records will be audited by that bureau in due course. The advertising rates quoted are those in effect this fall for commercial display advertising, run of paper, and are per agate line unless otherwise stated. In most cases the rate is a flat one. Where otherwise, the range of rates from maximum to minimum contract rate is indicated.

More complete and accurate data, including figures showing the distribution of each publication's circulation by provinces, will be compiled a couple of months hence and published in the 1920 edition of LYDIATT'S BOOK—"WHAT'S WHAT IN CANADIAN ADVERTISING," which will be ready early in the new year.

Publication	Where Published	How Often	Page Size	Date of Publication	Forms Close	Circulation		Advertising Rate, per agate line unless otherwise stated
						Net Paid	Gross Average	
MAGAZINES								
B. C. Monthly	Vancouver	M	2-col. 8x2¼	15th	5th	*.....	2,000	$30.00 a page
Butterick Quarterlies	Toronto	Q	1-col. 14¼x2¼	Jan., Apr Jly & Oc.	month prev.	80,000	.....	$500 a page
Canadian Courier	"	S-M	4-col. 13x2⅛	e. o. Sat.	12 d. previous	42,974	.....	35c.
Can. Home Journal	"	M	4-col. 14¼x2⅛	1st	20th	**37,289	38,418	40 to 35c.
Canadian Magazine	"	M	2-col. 8x2¼	10th	20th	16,275	16,700	$40 a page
Everywoman's World	"	M	4-col. 14¼x2⅛	1st	15th	**104,586	107,370	85c.
Jack Canuck	"	W	4-col. 12x2 1/6	Saturday	10 days prev.	*.....	65,200	15c.
Maclean's Magazine	"	M	4-col. 12½x2¼	1st	10th prev.	**61,841	65,337	50 to 45c.
Rod and Gun in Canada	Woodstock	M	2-col. 8x2¾	20th	10th	*	17,248	$3.50 to 2.50 inch
Le Samedi	Montreal	W	4-col. 13½x2¼	Saturday	12 days prev.	**27,322	27,505	6c.
Western Home Mthly	Winnipeg	M	1-col. 13¼x2¼	1st	20th previous	*39,517	39,617	20c.
Womans Century	Toronto	M	1-col. 11½x2⅛	1st	15th previous		8,883	21 to 14c.
Worldwide	Montreal	W	1-col. 11½x2	Saturday	Tuesday	**8,818	9,046	10 to 6c.
La Canadienne	"	M	4-col. 14¼x2⅛	20th	10th previous		25,000	30c.
ILLUSTRATED WEEKLIES								
Atlantic Leader	Halifax	W	8-col. 21¾x2 1/12	Monday	Saturday prev.	10,000		5c.
Sunday Sun	Vancouver	W	7-col. 22x13		Saturday	33,314	34,373	6c.
Weekly Mirror	London	W						
Saturday Night	Toronto	W	6-col. 19¾x2 1/6	Saturday	2nd Thur. prev.	**34,717	35,520	24 to 17c.
Star Weekly	"	W	8-col. 20x2 1/12	Saturday	Thursday	**75,777	76,017	25 to 13c.
Sunday World	"	W	7-col. 20x2 1/6	Saturday	Thursday	91,149		25 to 9c.
Standard	Montreal	W	8-col. 21½x2 1/12	Saturday	Saturday a.m.	**85,403		10c. to Dec. 31, thereafter 11c.
FARM PAPERS								
ALBERTA								
Weekly Bulletin	Edmonton	S-W	7-col. 22x2 1/6	Mon. & Thur.			7,350	4 to 3c.
Farm & Ranch Review	Calgary	S-M	4-col. 13x2 1/6	5th & 20th	1st and 15th	31,702	44,355	20c. to Dec. 31; 25c. thereafter
Littlebury's Magazine	"	M	3-col. 9¾x2 1/6	1st	20th	*	2,500	$1.50 to 1.00 inch
BRITISH COLUMBIA								
B. C. Farmer	Vancouver	M	3-col. 10x2½	1st	23rd	*6,500	6,800	10 to 7c.
Country Life in B. C.	"	M	3-col. 10x2 1/6	5th	1st	3,933	4,500	8 to 6c.
Farm and Home	"	W	4-col. 15½x2 1/6	Thurs.	Wednesday	*	6,500	5c.
Western Can. Farmer	"	M	3-col. 10x2 1/6	15th	10th	*3,300	3,600	12 to 9c.

Get a tug at the purse-strings of 34,000 Western-Canadian farmers, who spend a hundred million dollars annually, by advertising in the

FREE PRESS Prairie Farmer

93% of whose circulation is in the Central Provinces, where the average size of each farm is 335.37 acres; the average income of each family $3,600; and the average value of buildings is $2,718. Approximately ten thousand of these farmers own tractors and fifteen thousand own automobiles.

The "Free Press Prairie Farmer" carries the outstanding features of the week's cable, telegraph, general and local news. In addition it carries carefully edited departments devoted to every angle of farm life, from automobiles and tractors to dress patterns and needlework for the housewife.

In fact, it publishes more special matter of this kind than any other periodical in its field.

It is a medium which creates in the reader an intelligent interest in farm supplies, and induces a state of mind receptive to the introduction of advertised products.

Its circulation in the three western provinces is as follows:

Manitoba - -	9,325
Saskatchewan -	17,350
Alberta - -	7,181

Manitoba Free Press Co. Limited

Winnipeg, Manitoba

EASTERN REPRESENTATIVE: E. J. GUY, 302 Royal Bank Building, Toronto

CONDENSED LIST OF CANADA'S PRINCIPAL MAGAZINES AND FARM PAPERS—*Continued*

Publication	Where Published	How Often	Page Size	Date of Publication	Forms Close	Circulation Net Paid	Circulation Gross Average	Advertising Rate per agate line unless otherwise stated
MANITOBA								
Can. Farmer (Ruthenian)	Winnipeg	W	6-col. 21x2 1/6	Friday	Thursday	*	12,560	3c.
Can. Thresherman & Farmer	"	M	4-col. 12¾x12 1/6	10th	25th previous	*23,476	26,750	22c.
Farmers Advocate & Home Journal	"	W	4-col. 12⅞x2 1/6	Wed.	Thursday prev.	36,213	40,821	25c. to Dec. 31, 30c. thereafter
Farmers Telegram	"	W	8-col. 20x2 1/12	Wed.	Monday prev.	*23,461	26,716	6c.
Farmers Tribune	"	W	8-col. 22x2 1/12	Wed.	Tuesday	*	16,000	8 to 4c.
Fr.Press PrairieFarmer	"	W	5-col. 17x2 1/12	Wed.	Saturday prev.	**32,877	35,782	10c.
Grain Growers Guide	"	W	4-col. 12¾x2 1/6	Wed.	8 days prev.	65,775	66,861	40c. to Dec. 31, 45c. thereafter.
Nor'West Farmer	"	S-M	4-col. 12⅞x2 1/6	5th & 20th	week previous	65,020		40c.
NEW BRUNSWICK								
Maritime Farmer	Sussex	Bi-W	4-col. 12x2 1/6	Alt. Tues	Friday prev.	9,621	9,782	7c.
NOVA SCOTIA								
Nova Scotian	Halifax	W	8-col. 21x2 1/12 ¾	Thurs.	Thursday	7,800		3c.
ONTARIO								
Canadian Countryman	Toronto	W	4-col. 12½x2 1/6	Saturday	10 days prev.	34,721	37,197	20c.
Canadian Farm	"	S-W	4-col. 14 1/7x2 1/6	Wed. & Friday	3 days prev.	31,686		15c.
Canadian Horticulturist	Peterboro	M	3-col. 10x2½	1st	20th	11,737	12,160	10c.
Farm and Dairy	"	W	4-col. 12½x2 ⅛	Thurs.	Saturday prev.	*17,996	18,489	12c.
Farmers Advocate and Home	London	W	4-col. 12⅞x2¼	Thurs.	Saturday prev.	**30,521	33,632	25c.
Ottawa Farm Journal	Ottawa	S-W	8-col. 21¾x2 1/12	Tues. & Friday	Sat. and Wed.	20,319	20,552	8c.
Farmers Magazine	Toronto	S-M	4-col. 12½x2¼	1st & 15	25th and 8th	**28,623	30,912	22c.
Farmers' Sun	"	W	7-col. 21¼x2⅛	Wed.	Tuesday	25,030		10 to 5c.
Rural Canada	"	M	4-col. 14¼x2 1/6	5th	1st			
PRINCE EDWARD ISLAND								
Island Agriculturist	Summerside	W	7-col. 22½x2⅛	Saturday	Friday	*	5,435	25 to 12c. inch
Island Farmer	"	W	7-col. 21½x2 1/6	Wed.	Tuesday	*	3,900	25 to 10c. inch
QUEBEC								
Family Herald and Weekly Star	Montreal	W	4-col. 17x2 5/12	Wed.	Wed. previous	**152,431	153,946	40c. (E. or W. edition only 25c.)
Journal d'Agriculture (French)	"	M	4-col. 12x2 1/6	1st	15th previous	84,044		35c.
La Patrie (French)	"	W	8-col. 21½x2 1/12	Wed.	Tuesday	11,547		5c.
Farmers Weekly La Presse (French)	"	W	8-col. 21¼x2 1/12	Thurs.	Tuesday prev.	42,523	42,607	8c. to 7c.
Witness and Canadian Homestead	"	W	7-col. 21½x2 ⅛	Tuesday	Monday	**20,151	20,691	6c.
Bulletin de la Ferme (Fr.)	Quebec	M	3-col. 10¼x2⅜	1st	15th		10,000	5c.
SASKATCHEWAN								
Can. Magyar Farmer	Plunkett	W	5-col. 17x2¼	Thurs.	Monday	*	2,972	50 to 28c. inch
Sat.Press & Prairie Farm.	Saskatoon	W	4-col. 13x2 1/6	Saturday	Wednesday	*	5,105	3 to 2½c.
Saskatchewan Farmer	Moose Jaw	M	3-col. 10½x2¼	1st	25th		2,500	$1.00 an inch

C.P.A. Meets in November

The postponed annual meeting of the Canadian Press Association is now set for Thursday and Friday, November 27th and 28th, in the King Edward Hotel, Toronto. The programme will probably be as previously announced, except that the principal topic for discussion will undoubtedly be the question of reorganization along lines to permit of the daily newspapers organizing themselves in a distinct body. It is thought that some plan will be arrived at by which all publishers may retain membership in the parent body at a nominal membership fee, while the dailies, weeklies, farm and class papers, etc., will form their individual organizations to take care of the especial interests of each group. The postponement is regarded as having saved the entire disintegration of the C. P. A., if developments prove as expected, as at the time originally set for the meeting it looked as if the dailies were determined to pull out in a body.

H. A. Saunders, of the Sales Department of Grip Limited, is leaving to take the position of office manager with the National Foundry and Machine Company, Inc., Detroit, Mich.

Previous to his connection with Grip Limited, Mr. Saunders, for a number of years, was with the Southam Press, Limited in their Service Department.

E. G. Taylor, formerly of the Advertising Department of the Northern Aluminum Company, manufacturers of "Wearever", has joined the staff of the H. K. McCann Company Limited, as office manager and space buyer.

Times Subs get Mail and Empire

Subscribers to the Toronto *Times*, recently discontinued, will get the *Mail and Empire* until the expiration of their subscriptions, it is reported. It will be interesting to note the extent to which this increases the *Mail and Empire's* circulation for the time being, indicating the actual circulation of the *Times*, which was the only daily in Toronto whose circulation was not audited by the A. B. C.

D. S. Blaikie, Vice-president of R. C. Smith & Son, Limited, has again taken up his duties with that company.

Mr. Blaikie enlisted with the First Canadian Tank Battalion and was in service in France when the Armistice was signed He also served in the South African War.

Advertisers and Agencies the World Over Rely on "LYDIATT'S BOOK" for Canadian Market Data and Advertising Information

RECORDS and classifies for convenient reference more than 40,000 facts and figures about the Canadian market and its advertising mediums. Tells where people are, nationalities, occupations, earnings, etc.; farm and factory production; statistical and natural description of every city and province, and number of autos and retail stores in each; building, bank, trade, import and export and other figures indicating business activities—trade mark, postal, customs, express and other information—all remarkably complete, accurate, up-to-date.

Also advertising rates, column and page sizes, closing dates, etc., and most complete circulation data ever published, of all newspapers, magazines, farm, trade and class publications of importance; street car and poster data and costs; printing and engraving data and costs; lists of printers, engravers, advertising agents and advertisers. Altogether a book which should be in every advertising man's library. Indispensable, if you would *know* Canada.

"Indispensable in our work"—*Proctor & Collier.*

"Have long needed something of this nature"—*Frank Presbrey Co.*

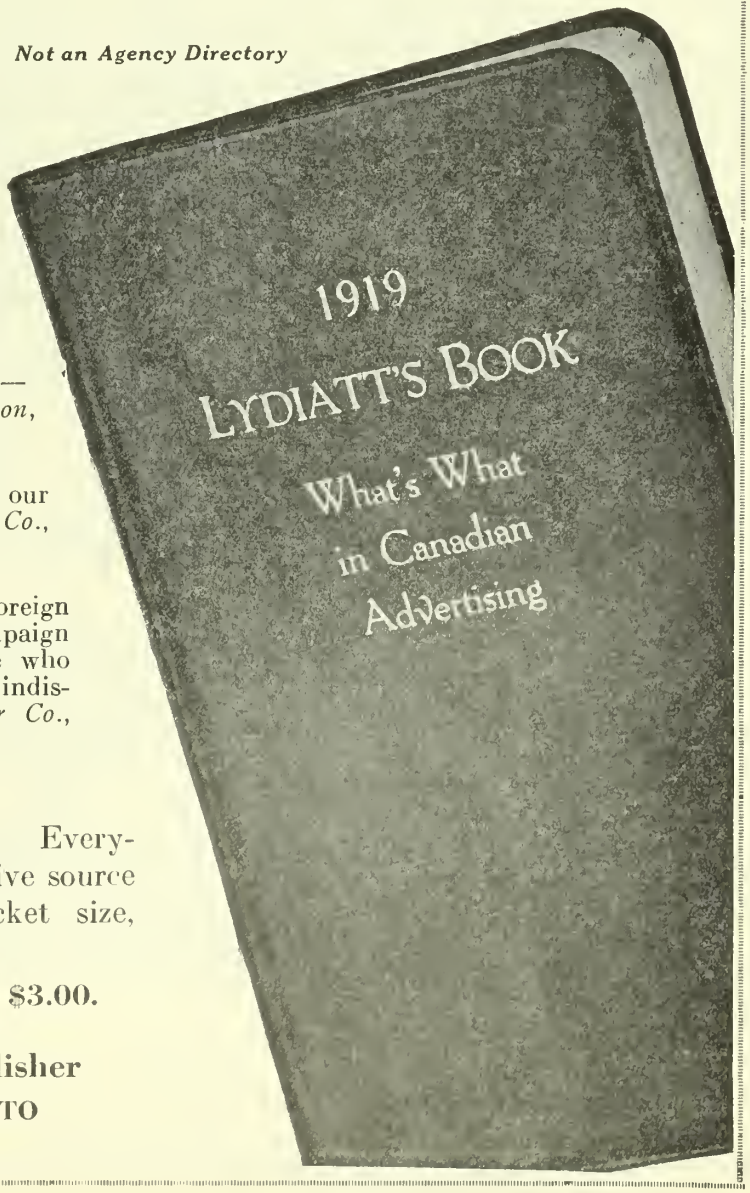
"An enormous amount of essential information in small compass—used more frequently than any other reference book"—*C. E. Elvins, Imperial Life Assurance Co., Toronto.*

"A veritable mine of information"—*Mitchell's Advertising Agency, London, Eng.*

"Of great value in connection with our Canadian advertising"—*Veno Drug Co., Manchester, Eng.*

"I cannot understand how any foreign advertiser could plan an advertising campaign without access to your book, when we who understand Canadian conditions find it indispensable"—*Goodyear Tire and Rubber Co., Toronto.*

Not an Agency Directory



Sixth year of annual publication. Everywhere recognized as the authoritative source of information. 350 pages, pocket size, leather-bound, gold-stamped.

Sent postpaid on receipt of price, $3.00.

W. A. LYDIATT, Publisher
53 YONGE STREET, TORONTO

The Magnet That Draws Women

You want to get the attention of women—get them interested in your product—

Why not do it through the same medium the department stores use so successfully?

Women intuitively respond to the desire to see new things to wear. Their interest in other topics is tame compared with their intense passion for "Clothes."

Department stores recognize this. The bulk of their advertising is of things to wear—their strongest offerings are of new apparel.

This is the magnet which draws women to the stores. Once in their store, displays of other articles get a chance for some attention.

Similarly, women's interest in "what to wear" affords you the opportunity, through the pages of the

Canadian Fashion Quarterlies

of bringing the merits of your product to their attention.

And they are the same women, mark you, who will be doing the most shopping in the stores that season. They buy the QUARTERLY in the store, because they are planning "important" expenditures in clothes for themselves and families. They rely on the QUARTERLY to tell them what to buy.

More than 3,000 Canadian merchants sell QUARTERLIES to an average of over 30,000 Canadian women, each season. Here is the kind of circulation you want, in volume sufficient to exert an important influence, in the very shopping neighborhoods where it can be most valuable to you.

For rates and other information address

Manager Advertising - 53 Yonge St., Toronto

(*Continued from page 367*)

4. To take a pride in our institution.
5. To be loyal to the Company and to each other.
6. To foster good fellowship among ourselves, and to take pleasure as well as profit out of our work.
7. To strive constantly for the improvement and advancement of the business and ourselves.
8. To be considerate, polite, and courteous in all our dealings within and without the Company.
9. To be high-toned in everything, everywhere.
10. To grow in knowledge and character as well as in size.

"In our business these are basic principles with which every employee must be made familiar. They may not appeal to everyone as being ideal, but surely it is important in any business that every member of the staff be made acquainted with ideals formulated along similar lines.'

Finally

My experience teaches me that many business men show disappointment if, when they have brought themselves to accept the idea that a more careful and systematic testing of the experience data of their business may develop a new sort of standards of efficiency, it will not also promise them a permanent continuation of any new advantage without further "trial and tribulation."

They want any new policies or standards (which are costing them a traceable sum) to be permanent improvements.

When such managers find that a department of standards, plans, and schedules, or sales promotion department as I prefer to call it, means a permanent addition to the organization; that its duties are constantly, persistently, and enthusiastically to endeavor to change standards, plans, and schedules in force, then they think "it can't be scientific."

They forget that consistency is the autotoxic passion of management; that tradition is the creeping paralysis this auto-intoxication so often produces.

The Voice of Business

When you come to think of it, isn't advertising the voice of a business after all? If so, then why not express the business in natural every-day language instead of trying to make it appear high brow and classical and more or less aloof from the language of the street? Of course there is a dividing line between what is natural and what is slap stick, but no copy-writer with a sense of proportion is liable to go across the line.

The point is that there is a decided tendency to appear stiff, formal and eminently proper in print while a little of the milk of human nature and a little bending of the steel bands would be welcomed by the public as a relief, and might at the same time solve the problem seemingly so acute of how to find a copy-writer with "a real punch." Let him limber up his language muscles, try the freehand stroke in composition, strike straight ahead with his natural right swing and nobody will complain about the punch.

Building-is an Index of Growth and Prosperity

WHEN a community finds it necessary to continually erect new buildings to provide for its ever expanding business and home needs—that community is growing. And—when it embarks in building operations on a big scale—that community is prosperous.

Growth and Prosperity go Hand in Hand

Ottawa is at present conducting building operations on a large scale. Here are some of them. A new Booth Building, Bank & Slater Sts., valued at $2,000,000—Loew's Theatre, Bank and Queen Sts., valued at $750,000—a $75,000 addition to the Technical School—the new Collegiate Institution at $150,000.

The Government is just finishing the new Hunter Building at $3,000,000—and there is something like $2,000,000 yet in work to be done on the new Parliament Buildings. The Daly Co., Limited, Departmental Store, have just erected a new four story building, running from Sparks to Queen Street, near the corner of Bank. And—A. J. Freiman is adding a five story Annex to his big establishment at Rideau, Mosgrove and George Streets. The Dominion Housing Commission is about to erect 500 working-men's homes on the tract of land they purchased at Rockcliffe for $66,000.

All over the city alterations, enlargements and new buildings are adding to its home accommodations.

Where prosperity is—there also is money to be spent. There is where the one who has something to sell should offer it for sale. Because, it is there that the people have the ability and desire to buy. This is a "red-hot" tip for the progressive advertiser.

"Tell it" in the "City of Prosperity"

By Advertising in the

Ottawa Daily Newspapers

Ottawa, Canada

The Journal
Dailies

The Citizen
Dailies

Building Booming

Despite labor unrest, strike difficulties and high-cost deterants, building activity in Canada continues to show remarkable gains. For all Canada the figures to date show an increase of approximately fifty per cent. ahead of the record for the first eight months of 1918.

Some notable increases occurred in the month of August. London's permits, for example, amounted to $867,420 as compared with $55,760 in August a year ago; Halifax recorded the astonishing figures of $2,407,633, with a record for this year about three times the same period in 1918. The value of permits issued in Toronto for the eight months ending August were close to double the record of the year previous, while Hamilton reports that building activity during the first weeks of September was more intense than ever before in the city's history.

Western cities also show substantial increases, the total of them for August being nearly double the same month in 1918.

H. K. McCann Co., Limited, have recently added an Art Department to their local organization. L. G. Grant, a well known New York artist is directing the work and is quite capable of maintaining the "McCann quality" of art work which this agency is noted for.

Mr. Grant was especially prominent in the recent Liberty Loan Campaign, having produced some of the most striking posters that were issued by the committee.

Illustrators Limited, is the latest addition to the independent art studios of Toronto.

The men associated in this venture are well known in the art circles. W. A. Wright is the business representative and H. W. McCrae, I. B. Summerville and H. L. Pinkerton make a strong art combination.

Messrs Wright, Summerville and Pinkerton were formerly with the R. G. McLean Company. Mr. McCrae has been a free lance artist for the past year.

Big Editions in Ottawa

Advertising during August and September, the latter a month of exhibitions, continued to show substantial increases, most of the dailies volume being ahead of any previous September.

The Ottawa *Citizen* turned out an edition of sixty pages during exhibition week, containing over 100,000 lines of display advertising. The *Journal* also had a large edition of fifty-six pages the same week. A number of Canadian dailies issued special fall fashion sections during September, which seemed to be liberally patronized by local advertisers.

Rates Lower in Canada

The *Montreal Daily Star* is circulating a statement showing the rates for advertising in twenty leading evening newspapers in the United States and Canada, which shows that the average minimum contract rate for the twenty papers listed is 15 3/5 cents per line for an average circulation of 106,050, as compared with the *Star's* rate of only ten cents for 112,000 circulation.

Captain C. V. Collins, recently of the 4th Battalion and just returned from England, has joined the Sales Force of the Saturday Night Studios.

Captain Collins joined the 12th York Rangers as private and was among the first body of Canadians to reach England at the beginning of the war He was with the College Press as a salesman before enlisting.

The advertising of Teco Pancake Flour made by the Teco Co., Limited, Belleville, Ontario and Cortland, New York, is being placed by R. C. Smith & Son.

The young lady prize-winners in the Halifax *Herald* and *Mail's* recent circulation contest are now on their trip to Great Britain and the battlefields of France and Flanders.

VOLUME ADVERTISING CANADIAN MAGAZINES, July, Aug., Sept., 1919

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies.	Foods, Confections, and Beverages.	Household Supplies.	Household Equipment	Music and Instruments.	Toilet Specialties.	Wearing Apparel.	Financial, Insurance, Government, etc.	Proprietary Remedies.	Not otherwise Classified.	Total Agate Lines Advertising.
Maclean's Magazine	3	700	17,782	13,642	2,712	12,592	3,535	10,688	7,995	1,187	2,848	31,659	104,640
Canadian Home Journal	3	800	6,608	14,648	2,953	4,249	2,563	13,112	7,216	56	2,956	9,327	63,688
Everywoman's World	3	800	6,810	11,763	2,873	2,658	3,416	9,233	5,697	124	4,500	9,266	56,340
Canadian Courier	7	728	10,734	6,955	1,993	6,408	875	5,689	1,561	1,492	799	16,645	53,151
Western Home Monthly	3	720	3,896	12,455	511	1,800	717	2,196	3,881	1,977	5,637	9,981	43,051
Canadian Magazine	3	224	3,472	7,340	693	3,884	672	2,128	3,524	3,304	1,554	12,008	38,579
World Wide	13	636	1,741	948	.....	112	.....	1,136	2,443	3,612	969	10,730	21,691

VOLUME ADVERTISING CANADIAN FARM PAPERS, July, Aug., Sept., 1919

(By principle classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING).

Publication	No. of Issues.	Autos, Tractors, Accessories, Supplies.	Dairy Equipment and Supplies.	Farm Implements and Machinery.	Farm Equipment.	Seeds and Supplies.	Household and Personal Supplies.	Stock Foods and Remedies.	Financial, Insurance, etc.	Classified.	Government.	Not Otherwise Classed.	Comparative Totals Com'l Advertising.	Live Stock Advertising.	Proprietary Remedies.	Total Agate Lines Advertising.
Grain Growers Guide	13	54,021	3,004	24,641	18,650	10,549	56,089	2,008	14,160	5,842	6,269	48,139	243,372	12,525	56	2,9[illegible]3
FarmersAdvocate(Winni'g)	13	43,775	2,084	18,322	11,280	6,701	43,611	3,070	4,482	1,276	1,888	30,998	167,487	6,940	150	174,577
Nor'West Farmer	6	37,109	1,448	16,546	15,060	3,177	40,268	2,783	4,260	2,246	1,910	21,740	146,547	7,267	355	154,169
Farmers Advocate (London)	13	36,460	4,872	14,448	16,764	5,279	24,693	8,564	5,187	577	2,442	21,526	140,812	22,069	112	162,993
Canadian Countryman	13	33,127	2,126	9,329	10,020	5,078	24,317	2,406	6,432	775	2,080	18,078	113,768	6,579	....	120,347
Farm and Ranch Review	6	20,838	2,798	9,081	7,250	3,764	25,299	1,930	2,888	823	1,068	19,885	95,624	8,550	438	104,612
Farmer's Magazine	6	25,465	2,984	8,308	8,914	2,801	20,889	1,446	1,714	440	1,268	10,510	84,739	784	381	85,904
Canadian Farm	13	19,497	1,811	4,284	8,278	2,954	12,787	5,913	1,488	357	2,472	12,652	72,493	5,669	659	78,821
Farm and Dairy	13	14,453	4,454	5,945	7,583	738	6,443	3,582	4,386	1,683	3,936	16,114	69,317	10,224	....	79,541
Maritime Farmer	6	11,083	3,120	6,609	10,025	878	12,808	4,090	1,372	1,104	172	9,931	61,192	5,159	3,561	69,912
B. C. Farmer	6	2,139	354	1,776	1,130	2,422	3,555	1,204	1,544	.....	435	5,588	20,147	889	256	21,292
Ottawa Farm Journal	27	25,063	3,322	1,074	15,620	4,673	52,730	6,929	1,088	33,888	1,998	65,976	222,061	7,899	10,472	240,432
Family Her'ld & W'kly Star	13	30,962	2,524	16,624	6,985	2,570	57,328	12,172	4,954	18,453	862	34,089	187,523	504	7,265	195,292
Free Press Prairie Farmer	13	11,785	.....	5,369	6,047	1,341	16,672	1,233	2,130	14,283	2,066	21,458	82,384	162	11,980	94,526
Montreal Weekly Witness	14	893	336	1,786	1,170	520	11,721	980	1,491	9,386	352	6,004	34,639	95	6,807	41,541

How Printing Costs are Going Up

An understanding of why publishers have been forced to increase their advertising rates is gained from a recent issue of the *Halifax Herald* and *Mail* telling of a fourth increase in wages given their typesetters within eighteen months. The new minimum scale gives the ad. setters, make-up men and linotype operators $32 a week for day work, and $35 a week for night work—with proportionate advances to stereotypers, pressmen, etc.—and fifty per cent. additional for overtime. This is the same scale as now obtains in all the bigger cities.

The *Herald* and *Mail* points out to its readers that when wages, paper, ink, telegrams and telephones, rent, taxes, metal, postage and the 101 items entering into newspaper production have increased from 80 to 400 per cent. that this increased cost must be met by the advertiser and reader in increased prices.

Advertisers should note that these increases in expense take effect with publishers immediately, while increases in advertising rates, seldom as much as the increased costs, usually become effective only after some months to a year later. Buyers of advertising space are the gainers by many thousands of dollars, but do not always appreciate this fact.

Publicity Increases Flower Market

At the recent annual meeting of the Canadian Horticultural Association, the producing and distributing florists agreed to increase their subscriptions to the publicity campaign to encourage the more general buying of flowers by the public.

It was stated that one result of such publicity in the United States had been the increasing of the price of gladioli in Cleveland from $7.50 to $40.00 per thousand within the past few years.

The Vancouver *World*, Calgary *Herald* and Lethbridge *Herald* recently co-operated in promoting the first "across the Rockies" aeroplane flight. The trip was made according to schedule in eighteen hour's time, the aviator, Capt. Ernest C. Hoy, D.F.C., thereby winning prizes offered by these enterprising dailies. The event attracted widespread interest and it is hoped is the forerunner of a regular commercial service.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete audited report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 26,916
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Brantford, Ont., EXPOSITOR (E) 9,570
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,328
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 43,197
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE DROIT (E) 9,174
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000.

St. Thomas, Ont., TIMES-JOURNAL (E) 9,227
Only daily in St. Thomas or Elgin County, and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,271
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 6,833
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (BI-W) Toronto 47,385
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 38,418
April net paid 39,299. A select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 107,370
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,135
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Dominates the Local Field

IN the Twin City of Kitchener and Waterloo the DAILY NEWS RECORD dominates the field. It carries the bulk of both local and foreign advertising, and has the only A.B.C. guaranteed circulation in Waterloo county. The News Record is delivered into 76 per cent. of the nearly 5,000 homes in the community, and will make money for the advertiser who carries on a persistent and consistent campaign in its columns. It has made money for others and will do the same for you.

KITCHENER NEWS RECORD

Kitchener's Leading Daily. *A.B.C. Circulation*

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

SPEAKING OF COLOR

THERE are bigger sales possibilities than most manufacturers realize in color advertising at the present time. No where near as much color is being used in Canada as in the United States. Consequently, the attention—getting value in the sales possibilities of the use of color are greatly enhanced. Now is the logical time to make reservations on color for 1920, to make sure that you will be able to secure it at all.

In EVERYWOMAN'S WORLD we have a limited number of covers still available in three or four-color process work. Two color pages are available in any issue.

In EVERYWOMAN'S NEEDLECRAFT COMPANION one two-color page is available in the winter issue—out December 1st.

In LA CANADIENNE cover or insert pages in four colors are available in any month.

Color in La Canadienne offers a particular opportunity to the advertisers inasmuch as there is no other way or medium in which full color work can be used to appeal to the intensely colorful temperament of the French-Canadian.

Three Dominant Schedules

With an appropriation of $17,100 a manufacturer can secure through the Continental Combination a most dominant Canadian campaign. For this is all that is required for a full page in colors in EVERYWOMAN'S WORLD for 12 months, in LA CANADIENNE for 12 months and a two-color page in EVERYWOMAN'S NEEDLECRAFT COMPANION for each of the four quarterly issues in any one year.

With $9,300 one can secure six pages in four colors in both Everywoman's World and La Canadienne at the four two-color pages in Everywoman's Needlecraft Companion.

$5,250 buys three pages in colors in Everywoman's World and three in La Canadienne and the four pages in two-colors in Everywoman's Needlecraft Companion.

To secure the predominance for your line there is nothing so effective as a strong color campaign similar to one of those above, in the "Continental Combination."

Make Your Reservations Early

TO COVER CANADA—
To Get the Best Attention—
To Get a Long Life for Your Advertising—

USE

"The Continental Combination"

Everywoman's World

—Canada's Greatest Magazine
Circulation in excess of a hundred thousand
Guaranteed and A.B.C. audited
Advertising rate 85c. a line flat

Everywoman's Needlecraft Companion

—The only exclusive needle-work publication in Canada.
Circulation in excess of 40,000
A limited amount of advertising at 25c. a line.

La Canadienne

—The magazine of French-speaking Canada.
Published in direct response to repeated requests from the leading French Canadians who want as good a magazine, in French, as we already have for the English-speaking Canadians.

—To commence with a circulation of 25,000 is guaranteed. An A.B.C. audit has been applied for.
Advertising rate, 30c. a line.

The magazines in "The Continental Combination" are a standard size page (4 columns by 200 lines); plates supplied in one can be used in all. Of course for "La Canadienne" we will have to cut out the type matter and have it translated and readapted to French and reset. This service will be rendered to our advertisers without expense to them.

Two booklets "Canada One-Third French" and "More About Canada" are now on the press and copies will be gladly mailed to you on request.

Advertising rates are bound to advance. Rates on "La Canadienne" will definitely go up as soon as the circulation organization begins to roll in the subscriptions above the 25,000 mark. Reservations now made for regular insertions in Everywoman's World, Everywoman's Needlecraft Companion or La Canadienne will be protected for one year from date.

Continental Publishing Company, Ltd.

Continental Bldg., TORONTO

212 McGill Street, MONTREAL

W. H. Stockwell,
People's Gas Bldg.,
CHICAGO

W. A. Mountstephen,
16 Regent St., S.W.
LONDON, ENGLAND

AT THE OTHER END OF YOUR TELEPHONE —

10 SERVICE STORES TO HELP YOU SOLVE YOUR SYSTEM PROBLEMS

Stretching across the breadth of the Dominion, from Halifax to Vancouver, is a chain of "Office Specialty" Service Stores, each manned by a corps of system experts—men who make filing systems their business and study—who individually possess a wealth of experience gained through contact with hundreds of system problems in every kind of business.

These system experts render you a personalized, on-the-ground service. They come prepared to analyze your present filing or office system. And from this analysis suggest improvements on it (if any are possible). Or, if the present condition of your system warrants it, they will lay before you tentative plans for a complete and more efficient system.

In the large business centres of the Dominion these system representatives are no further from you than the other end of your telephone. And the service they render costs you nothing.

Backing up and making possible the effectiveness of these centres of system is our central System Department. Into this department constantly filter reports on myriad systems—maybe from Montreal a new Sales Record system installed for a wholesale furrier—or from Hamilton a Cost System worked up for a steel company. Reports of these systems are classified and transmitted to each Service Store in the hope that they may prove of use and benefit in helping business men in widely separated territories solve similar filing problems.

This service we are rendering is finding great favor. Business men like and appreciate it. And we, too, find that it is mutual and profitable, on the theory that business comes where service starts.

And in these times when more work has to be performed by depleted staffs it is proving of value in more ways than one.

If you can use it—please do. If there's undue pressure of work on your shortened staff, here's maybe the relief you want. Telephone or write to our nearest Service Store for a system representative to call.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY FILING SYSTEMS

LABOR SAVING OFFICE DEVICES — TIME IS MONEY

Marketing
and Business Management

Edited by
W. A. Lydiatt

The Press and Your Product

HAVE you information to present that will cause the public to demand an ever-increasing output of your product.

The press of the Dominion is available to you through our organization, enabling you to reach any portion of or all prospective consumers of your product.

On the one hand, we have earned the whole-hearted co-operation of the press, on the other, we have a fully organized staff to advise with you, prepare your message, and see that it is properly circulated—with all that these services involve.

We will be glad to give you any information you require upon request to

A. McKIM, LIMITED

Advertising Agency,

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a Copy

NOVEMBER 1919

$2.00 a year

"Put Us Down For It When It's Open"

These are the words of a manager of a big store in Montreal who asked the price of space in a small town near Canada's big seaport city.

He was advised that if the town looked so good to him, the city and the whole street car proposition was just a larger proportion of the same value.

He Signed the Contract

To convince some people you have to get down to unit basis. When you come to that basis, it is then that the real economy feature of street car advertising is so prominent.

Whether one place at $5.00 a month or 160 at $800.00 the proportionate values are the same.

Have us quote you direct for advertising your product.

The

Canadian Street Car Advertising Co.

Limited

TORONTO MONTREAL WINNIPEG

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE"

Twice a Month Beginning February 1st, 1920

MACLEAN'S is more than a magazine—it is a National Institution of stirring influence. MACLEAN'S performs a service that is absolutely essential to Canada's national development. A substantial reason why it wields powerful consumer and dealer influence.

Still Greater Service

Beginning with February 1st, 1920, MACLEAN'S MAGAZINE will be issued semi-monthly—on the first and fifteenth of each month!

This will enable MACLEAN'S more faithfully to serve Canadians—to make still more important the service it gives to the community, to the nation—**and to advertisers.**

The twice-a-month publication of MACLEAN'S will make for more timely treatment of important events and outstanding espisodes in Canada's National affairs. And it will enable advertisers to advertise with greater timeliness, greater effect.

There will be drawn to MACLEAN'S an intensified reader-interest, and a greatly enlarged clientele composed of the influential families in each community throughout Canada, enabling advertisers to concentrate their advertising-sales energy on the "Key" families at reasonable cost.

MACLEAN'S is Canada's most productive advertising medium. Place it **first** on your Canadian lists. Write for sample copies, rate cards, closing dates and information regarding color advertising.

TWICE-A-MONTH BEGINNING FEBRUARY 1st, 1920.

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE"

The MACLEAN PUBLISHING CO., LIMITED, 143-153 University Ave., Toronto, Canada

Be Fair

The Photo Engraving Industry has been the subject recently of a certain amount of criticism owing to the opinion held by a few buyers of engravings that increased prices were unnecessary and uncalled for, based on their relation to the cost of production.

The fact is that in past years engravers were themselves ignorant of costs and were selling their product at prices which had no relation whatever to the cost of manufacture.

The continual advance in wages and cost of material and photo engraving machinery have tremendously increased the cost of producing engravings. If any one regards increased prices resulting therefrom to be "unwarranted" it is only because he must be comparing present prices with prices charged in former years---years of considerably lower wages, and other costs and admittedly based on the merest guess work.

Also because he is unacquainted with the conditions which have made it difficult to standardize costs and charges in the past on engraving work.

In the belief that engraving buyers generally, have no wish to be other than fair to the engraver, and are willing to pay prices which cover the actual cost of work with a fair profit. It is intended to explain from time to time some of the conditions which confront the average engraver.

A Cost Committee has made careful study of many cost records obtained from different Engraving houses throughout Canada, and the result of their findings will show a scale of prices representing the minimum rates at which Engravings can be sold to give a legitimate profit.

Published by the Cost Committee of

The Manufacturing Photo Engravers Association of Canada.

A Creed For Industrial Canada

By J. W. HAMILTON

REALIZING that Canada grows wealthy by the production of the needs of her own people, as well as those of other nations, thus bringing comforts and happiness to us all.

I BELIEVE it is my simple duty to produce daily as much as I can, consistent with honest work and my own health and strength.

I BELIEVE that it is only through the slow and steady accumulation of capital that further industrial development can come into being, and with it employment for others through the extension of existing industries.

I BELIEVE that only by more earnest endeavor can the great debt of Canada be paid : and that, as I hated a slacker in the Great War, when free labor and liberty hung in the balance, so I will hate a labor slacker to-day, whatever rank he occupies, from owner to employe, and throughout all other grades of our citizens.

I BELIEVE that as there had to be leaders in our army, so I recognize there must be leaders in the industrial Army.

Several months ago MARKETING asked whether any of its readers could suggest a creed for the industrial workers of Canada. The above has been submitted by Mr. J. W. Hamilton, and we believe is worthy of space on the bulletin board of every office and industrial establishment in Canada, as well as in house organs reaching employees. Such use is permissible provided due credit is given.

invariably first!

The "reader confidence" which THE GLOBE'S news columns possess is shared by the advertising columns. THE GLOBE'S advertising censorship sees to that.

If you do not see it in THE GLOBE, quite likely it did not come up to THE GLOBE'S rigorous standard, and so was declined.

Among many other elements, this policy places THE GLOBE *invariably first* on campaigns to cover Ontario because of the surety that the advertising will be in good company.

Then, the advertiser knows, of course, that THE GLOBE'S circulation is the largest morning circulation in Canada ;

—that it is more than twice that of any other morning paper which has not resorted to premium contests or other forms of specious circulation promotion ;

—that THE GLOBE establishes itself as a member of the family circle and stays there year after year—and generation after generation ;

—that the retail merchants of Ontario look with favor on GLOBE-advertised products, because The Retail Merchants Globe has convinced them that they make money when they push the advertised brands.

W. G. JAFFRAY,
President

The Globe
TORONTO

WM. FINDLAY
Adv. Mgr.

Member Audit Bureau of Circulations

BRANCH ADVERTISING OFFICES :

UNITED STATES
Verree & Conklin Inc.
NEW YORK, Brunswick Bldg
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

CANADA
EASTERN OFFICE
303 McGill Bldg.
Montreal, Que.
H. J. Elder, Mgr.
WESTERN ONT. OFFICE
22 Main St. E., Hamilton.
J. P. McBride, Mgr.

GREAT BRITAIN
T. R. Clougher
Royal Colonial Chambers,
17 Craven St.
London, W. C.

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 11 TORONTO, CANADA NOVEMBER, 1919

CORTICELLI GOES A STEP FARTHER

Concludes that quality product and reasonable prices are not enough, but should be re-inforced with effective publicity. Believes time to advertise is when demand is greatest. An authorized interview with R. T. Chandler of Belding, Paul Corticelli Limited, Toronto

By Howard Neville

WHEN you pick up your morning paper and are confronted with a full page advertisement featuring silk thread over the name of a firm that has seldom, if ever, to your knowledge, been identified with the idea of newspaper or magazine publicity in any form, you are at first inclined to rub your eyes to see whether they have been playing you tricks. And you naturally begin to wonder just what is the big idea behind such a radical departure.

When your curiosity begins to get down to details, probably the first query that demands answer is, "Why have Belding Paul Corticelli Limited—the firm in question—chosen this particular time to break a silence that has continued practically from the firm's inception, about thirty years ago, down to the present—at least so far as taking the public into its confidence by any direct message is concerned?"

Another question demanding answer is whether this advertising is merely one of those flashes in the pan—a flier in a bull advertising market taken when "everybody's doing it"—or the beginning of a long-planned and carefully-worked-out effort to increase immediate sales, or to maintain present goodwill, or both.

These questions in turn prompted numerous others, hence MARKETING sought the general sales office of Belding Paul Corticelli Limited in Toronto.

"The present campaign—if you wish to call it by that name—is our initial effort in what may be called the general advertising field, although Corticelli spool silks, fingering yarns, crochet and embroidery cottons have been advertised to the trade for years," said Mr. R. T. Chandler, assistant to General Sales Manager, W. P. MacDougall. "As far as we are aware, it is the first time any silk manufacturer has advertised spool silk thread to any extent in the daily press."

"Just here I may say that the idea of using full page space to advertise a little article like a spool of silk thread has aroused comment in various quarters. Yet silk is one of the most important of all textiles. It is the strongest and most beautiful fibre known. It has a breaking strength of 70,000 pounds to the square inch as against 100,000 pounds in the case of steel wire. It is not affected by dampness, it will not rot, it has great brilliancy and lustre and will outwear any other material."

"Therefore there is a very interesting story to be told about the little spool of silk. It is an industrial romance well worthy of even page space in a metropolitan daily—especially as it is put to such a wide variety of uses by an equally varied number of users everywhere.

"Such a story, of course, could only be told in its entirety by using a great deal more space than we have been able to use for Coricelli silk thread in this campaign; therefore we have confined ourselves largely to showing the uses to which Corticelli silk can be put, and to featuring its superior effectiveness for these uses."

Full page advertisement in colors in women's magazine, also adapted and used as a full page in a number of daily newspapers.

What is Behind the Corticelli Campaign

"This campaign is the result of our observation that it has become common practice for retail stores to stock and to push *nationally advertised brands*. For many years past Belding Paul Corticelli Limited have given the trade the full benefit of great buying power, unique skill in every phase of manufacture and large production—all of which has meant products of top quality, priced reasonably. Corticelli service has also been famed.

"We have felt for some time, however, that the time has come to go a step farther—to reinforce Corticelli quality and service with effective publicity. When, however, we tell you that our productive capacity, long taxed to the limit, was greatly curtailed by the recent burning of our silk thread factory at St. Johns, you will realize that we have not begun this advertising with any idea of increasing the immediate demand for silk thread; far from it.

"The idea behind this present publicity effort is to maintain our present market, to hold and increase the present goodwill toward Corticelli products. It is our belief that the time to advertise is when the demand is greatest, because then the largest number of buyers are in the market in a receptive mood. If business later becomes slack, you are in a strategic position; you have educated the maximum number of purchasers to know and appreciate your products."

Asked as to whether this advertising is to be followed up by other publicity, Mr. Chandler answered in the affirmative. "Our present advertising is the thin edge of the wedge," he said. "We are spending a limited appropriation for a limited period. From September to December 1st we are using space on an average of three times a week in ten or twelve daily newspapers having the widest general circulations in the fields they cover. One woman's magazine and one farm weekly are also being used. In this way we expect that Corticelli advertising will reach and favorably impress

Puzzle—read the headlines. Knitting needles mean business when used as intended—but they do not make strong headlines. Original 3 col. size.

the largest possible number of people for the appropriation we have available."

"We have under contemplation a more extensive campaign to be used as a follow-up of the present advertising. This will cover also the smaller cities and towns in a very comprehensive manner, and we hope to get it under way early next year. To secure the best results from our present expenditure such a follow-up is necessary. Dealers in the smaller centres are also urging us to extend the present campaign into their localities, and we probably will do so—but such action is a development of the future, when we have a larger appropriation to work with."

The present campaign was begun with full page space because Belding Paul Corticelli believed that this space would effectively arrest the attention of the average newspaper reader at the start, making it easier to retain the interest thus aroused throughout the series of smaller following advertisements.

Three Products Advertised

These smaller ads. occupy an average space seven inches deep across three columns, with an occasional larger ad. An interesting point was brought out in the discussion. The first ads of the campaign set forth the high quality of Corticelli spool silks. Following these are several ads featuring Corticelli fingering yarns and their uses. Then during the last few weeks of the campaign Corticelli crochet and embroidery cottons will be featured. This procedure is interesting because there are some national advertisers who believe that they secure the best results, especially in a short campaign, by featuring one particular product, claiming that to do otherwise results in a diffusion of interest and militates seriously against the success of any advertising effort. In fact, some of them stick to one or two products through years of advertising.

Belding Paul Corticelli have overcome this difficulty—if it be a difficulty—by tieing up the series of silk thread advertisements to the fingering yarn series and the latter in turn to the crochet and embroidery cotton advertising by what may be called composite ads—for want of a better name. These composite ads illustrate all three products and tie them up to the well-known Corticelli trade mark—the cat's head with the ball of yarn in its teeth. The copy used therein features Corticelli products in a general way, and the ads are larger than most of the other ads of the series. They appear only after the finish of one series and before another begins—as a sort of interregnum, so to speak. One of them is reproduced.

Three of the smaller ads are also illustrated herewith. They are representative of the whole series. The illustrations throughout show articles of wearing apparel being made in the home from Corticelli products; or such apparel in use. In most cases these illustrations are well adapted for newspaper work, being void of too much detail. In each ad throughout the series the trade mark, the name

One of the tie-up advertisements, appearing betweeu the different series which featured respectively, silk thread, embroidery cottons, and fingering yarns.

"Corticelli" and the article are tied up prominently in the display.

Display and Subject Matter

Typographically the advertising is creditably displayed. The individual ads will stand out prominently in any company. In the case of the fingering yarn advertisements, however, it is open to serious question whether the headline words built of abbreviated knitting needles are as effective as they were intended to be. At first glance they might be taken either for the Hebrew alphabet or the markings on a Chinese laundry ticket, and are naturally very hard to read. The use of knitting needles in building up these letters may be all right from the standpoint of carrying out the general display idea; but if the hurried reader is confused thereby will he wait to puzzle it out? The betting is against this, and against his "catching on" to the fact that they *are* knitting needles.

On the other hand, the headlines of the spo I silk ads. are neat, easily read and add much to the forcefulness of the display. The headlines of the embroidery and crochet cotton ads are daintily hand-lettered, as befits the subject.

Throughout the series, the copy is concise, easily read, and in tabloid form gives valuable information about Corticelli products and how and why they should be used. If Corticelli silk thread alone had been featured a great deal more of the romance of silk thread above-mentioned might have been injected into the copy; but the space needed had to be used for the other Corticelli products.

Every advertisement asks a question or states a fact, "Outdoor sports mean sweaters." "How will your beautiful new gown look a month from now?" "Your daintiest lingerie should be trimmed with exquisite lace—make it yourself," "Are you ready for the winter's fun," etc.

But the big message behind the whole campaign is the following, "Don't say a spool of silk, say a spool of Corticelli," and "Corticelli spool silks outlast the garment." This message of Corticelli spool silk predominance is supported by the effective treatment of selling points in the fingering yarn and crochet cotton ads completing the series. Goodwill toward Corticelli products, which is the main object of the whole camp ign, will undoubtedly be greatly augmented thereby.

Linking up with the Merchant

"How are you linking up this campaign with the individual dealer's selling effort?", Mr. Chandler was next asked. "In the first place," was his reply, "we have forwarded to the dealer, by mail or through our salesmen, copies of all advertisements neatly bound in a folder, together with a letter telling him about the campaign and emphasizing the fact that we not only expect this campaign to increase goodwill toward Corticelli products but also to be of definite

Quick now!—what do you see first in this advertisement? Do you grasp its message quickly? Doesn't it lack a "centre of attraction."

assistance to him in helping to move Corticelli spool silks and other lines off his shelves into the hands of satisfied users. Our salesmen also use every possible opportunity to sell the merchants on the desirability of co-operating with Corticelli advertising by using the advertising electros supplied gratis for local newspaper use on request, by prominently displaying Corticelli products, and by renewed personal effort while the campaign is on—and afterward. "A worth while product, well worth advertising, is well worth your while," is the central theme of our talks.

"It is pointed out to the dealer that while he may make more profit per unit on some unbranded line, he stands a fair chance of *keeping it in stock* more ways than one. The up-to-date merchant realizes this fact, and is usually alive to the idea that the sale on a branded advertised line is more than half-closed before the customer enters the store. This enables him to achieve a vastly greater turnover with a minimum of selling effort—which, in turn, means more net profit in actual cash than if he sells fewer unbranded products at a larger profit per sale. It also means increased reputation and goodwill for his store. Trite facts, you may say, but still well worth emphasizing at every available opportunity.

"Our present campaign will include show cards, window displays and booklets to a limited extent. We are putting what we consider first things first; such dealer helps are a matter for the future—the near future, we hope."

"We give especially close attention to one important link in selling effort. Our salesmen keep close watch over the merchant's spool cabinets. They see that the stock therein is properly assorted and of the proper quantity—not too much, not too little. A well kept stock which may never exceed $100 in value may easily be turned over six or more times per year at 33⅓ per cent. profit per month. By thus speeding up the turnover a profit of 200 per cent. on a $100 investment is easily possible—as many an aggressive merchant has proven to his satisfaction.

"The question of display is also given careful attention by our salesmen. They urge that the spool silk cabinets be kept in the front of the store where the light is best. By so doing they are constantly under the public eye and customers' samples are most easily matched—an important feature."

"It is too early to estimate the results on a campaign of this kind. Advertising pulls, but it does not jerk. Already, however, a great deal of interest has been shown by many dealers. Our salesmen are also well pleased over the new departure.

To sum up, the most interesting feature of the Corticelli campaign is not especially the way it is being carried out. The experience gained and a casting up of results later on will perhaps indicate a broader application of newspaper and magazine publicity and more varied means of linking up the general publicity with the dealers' local selling efforts. This may mean store cards, booklets, window displays and so on. Such things come with time—and increased appropriations.

The most interesting feature about this campaign is the fact that a new star has risen in the advertising firmament. Still another leading firm—up till now considered a non-advertiser—has acknowledged the value of publicity as a most important link in its selling efforts. And every such instance is a definite boost for the cause of good advertising in general. It is also an added incentive to a good many doubting Thomases now decorating the fence on this question to employ this mighty force to further their present selling efforts. Some of these are perhaps hardly aware how badly they need it.

ADOPTING STANDARD RATE CARD

Publishers responding splendidly to standardizing effort

AMONG the Canadian publications which have adopted the standard rate card advocated by the Association of Canadian Advertisers are the following:

Fort William	Times Journal
Ottawa	Le Droit
Sault Ste. Marie	Star
Toronto	Globe
"	Star
"	Telegram
"	World
Montreal, P.Q.	La Presse
"	Daily Star
"	Farmers La Press
Quebec	L'Action Catholique
Sherbrooke	La Tribune
"	Record
Charlottetown, P.E.I.	Guardian
Halifax	Herald & Mail
"	Atlantic Leader
Winnipeg, Man.	Free Press
"	Grain Growers Guide
"	Tribune
Lethbridge, Alta.	Herald
Saskatoon, Sask.	Star
Regina	Post
Vancouver	Province
"	World
Victoria	Times

That advertisers are in earnest in urging uniformity in style and size of rate cards is evident by the firm stand taken by many of them in insisting that only rate cards conforming to the new requirements will find a place in their files. Some of them have advised publishers to this effect. Few publishers will be disposed to offer objections when advertisers, through their representative organization, have made clear what is wanted. The new form of card embodies all the facts the advertiser wants to know, and provides for any additional information the publisher wants to give. The uniformity in size and arrangement will prove a great convenience to the space buyer.

SNAPPY ADVERTISING

Bold face, caps and l.c. display, in preferred position away from objectionable advertising. The copy is not lacking in elements which attract the desired audience, and is a distinct improvement over some of the underwear illustrations we see. Represents an attempt by the President of the A. of C. A. to show up or otherwise expose a couple of Toronto advertising men, caught in the wilds of Muskoka where they seem to belong.

The form of card recommended by the A. of C. A. is identical with that with advertisers and agencies in the United States have asked publishers to adopt. So here at last is a form of rate card which the biggest and most important buyers of advertising have agreed upon as being most desirable—and it would seem a foolish publisher who would ignore the request that his rates be presented in this form. Indeed little objection has been offered by Canadian publishers, and it is expected that shortly the rate cards of all the more important mediums will be uniform in the size and arrangement of their data.

Elvins Honored

At the Annual Meeting of the Direct Mail Association, held in Cleveland, October 28th and 29th, Clifford Elvins, Advertising Manager of the Imperial Life Assurance Company, Toronto, was elected Vice-President for the ensuing year. The meeting was well attended, over 300 delegates registering, while the discussions were very lively and practical. Some of the best of the addresses delivered will be published in MARKETING.

WHAT IS NEEDED IN THE FOLLOW-UP

A better understanding of the follow-up of prospects needed by many national advertisers. Some good pointers in this address before the Associated Advertising Clubs Convention.

By E. G. Weir,
Adv. M'gr., The Beckwith Co., Dowagiac, Mich.

FOR the sake of brevity and concentration, let us single out one typical case — the manufacturer who produces strictly high-grade products that are sold through the retailer only. Let us presume that the manufacturer is a national advertiser in the true sense of the term. Let us presume that his campaign is of sufficient calibre to place his product among the several hundred well-known specialties merchandised in America. Also, that his dealer organization was national in its scope. Let us further presume that his product was more or less technical—requiring intelligent and detailed explanation to consummate the sale. What then would constitute a constructive follow-up?

"Would not the wise manufacturer endeavor, through his follow-up, to develop inquiries, from the point of favorable attention with regard to his commodity, to interest, investigation, desire to possess it, and would he not finally impel favorable action by directing them tactfully to the nearest source of supply, i.e. his distributor? He would acquaint his distributor, promptly on receipt of the inquiry, that one of his customers (or one of his potential customers) was inquiring with regard to his specialty. In order that the dealer might intelligently convince the prospect, he would acquaint him with exactly what his follow-up consisted. In a reasonable length of time, if the dealer did not report the sale closed, he would tactfully prod the dealer to discover the conditions of that particular sale, also if he could be of further service. He would see to it that the dealer and his sales organization were thoroughly posted with regard to the advantages of his merchandise. This would require, in addition to the educational services of his salesmen, a complete follow-up system in itself.

"Now particularly with regard to the follow-up of prospects. Remembering in this theoretical case that the merchandise sold was a specialty more or less complicated, the wise manufacturer would have visualized his average prospect. He would have prepared in book form the answers to every mental question and objection. He would carefully have illustrated every determining factor of the sale. He would have painted in the mind of the prospect, the advantages of the product in use. He would have told his story, starting from a common factor, in a conversational manner. He would have led the prospect, step by step, to the point where he would be persuaded that he desires that merchandise more than the money necessary to its purchase.

"He would tactfully invite them to ask any question that may not have been explained to their satisfaction in the book. The manufacturer would have accompanied the book, or mailed at the same time, a letter referring to the book, thanking them for their inquiry, and would have skillfully placed two or three suggestions in his first short letter that would make them want to read the book. Undoubtedly he would attach to his catalog this first letter under first-class letter postage. Following the mailing of the catalog, which is preferably printed in two or three colors and of a quality in keeping with the product it exploited, he would send one, two, three or more follow-up letters. The number determined by conditions (such as margin of profits, the calibre of the inquiry, etc.) This style of follow-up to regular inquiries (such as clipped coupons from national advertisements or post cards), has demonstrated to many national advertisers the value of the follow-up.

"Where the inquiry is made up in letter form and specific questions may be asked it is obvious that the wise manufacturer will have a competent individual to answer all such communications with a specially dictated letter. Generally it is possible for the follow-up to be of the so-called form letters. The wise manufacturer and the wide-awake dealer both know that inquiries die of old age. They have long since discovered that a specific question requires a specific answer. They appreciate the wisdom of the 'do-it-now plan,' The alert manufacturer, where further information is required, makes it just as simple, easy and comfortable for the prospect to ask these questions as his ingenuity can devise.

"Permit me to emphasize the importance of the conversational presentation of the story with the utmost care exercised in the selection of paper stock, type, illustrations, etc. Such a practice will result in an increased appreciation on the part of the buying public of national advertiser. It will tie up the dealer with the manufacturer. It will cause the dealer as well as the consumer to appreciate that there is a definite purpose back of the national advertising—that the manufacturer desires to serve them both intelligently. It will do more than this—it will stimulate the dealer to send in names of prospects on his own initiative, and as he invariably knows these people personally, you will appreciate the increased value (over the mere curiosity seeker) of such a list. Again the wise manufacturer provides his dealers with convenient prospect books in duplicate. He appreciates the effort the dealer makes in sending in the names for his constructive follow-up. All national advertisers and potential national advertisers require a better understanding of follow-up methods for the world is new and every day it requires new treatment.

"The constant shifting of the prevailing mental attitude of the people demands a constant adjustment of the publicity policy and interpretations of such policies. If wisdom is the mental appreciation of fundamental facts, certainly understanding is the intelligent application of these fundamental principles. The individual in charge of the follow-up of any manufacturer or large distributor has an important position for he interprets to the vast audience—the customers of his concern—the policies and the merchandise of his employer. His position requires the expression of constant initiative—the ability to see possible improvements in existing conditions, plus the ability to bring these improvements to pass, either by doing the thing himself or by directing the services of others.

"When the national advertiser has determined what he is trying to accomplish in his national advertisements, when he has set his objective, when he has selected his proved mediums, when he has picked for his follow-up, the individual with the greatest initiative in his organization, and when this individual has perfected his follow-up methods, provided the product and distribution be right, then the manufacturer is assured of deserved success.

Two Good Books On Retail Advertising

"*Making More Out of Your Advertising*" and "*Attracting and Holding Customers*" are the titles of two volumes in the Shaw Retailing Series which ought to be in the library of anyone interested in retail advertising.

They describe in the most helpful and practical way the methods of successful retailers in preparing copy, getting illustrations, making layouts, with a great variety of illustrations, charts, etc. There's a chapter on layouts, one on type, another on letters and booklets, another on mailing lists, others on checking results, sizing up field, choosing mediums, meeting mail order competition, finding selling points in merchandise, special sales, etc.

These books should be in the advertising departments of every newspaper which prepares copy for its retail advertisers. The cost of each book is $3.25, postpaid $3.50 to addresses in Canada, and copies may be secured from Marketing.

Adam F. Smith of R. C. Smith & Son, Limited, has been appointed special Canadian representative of Murray, Howe & Company, Inc., New York. This agency is handling the advertising of Canadian Carbon National Company, Limited. Eveready Daylos, Columbia Dry and Storage Batteries and other electrical products. An extensive advertising campaign is being planned for 1920.

EFFICIENT SALES MANAGEMENT

X—Planning the Campaign—The Organization in Action*

The sales plan and objective as opposed to rule-of-thumb methods. Knowing what is to be done, how, when and where it is to be done. Marshalling the forces.
Next month: "Sales Contests."

By E. St. Elmo Lewis

It was in September, 1805.

The scene is a room in a small chateau at Pont de Birque, a league from the great harbor of Boulogne. A small, pouchy figure is pacing nervously up and down one of the little rooms in this small chateau.

Villeneuve, the French admiral, had just fought the battle of Cape Finisterre, and had entered Ferrol, instead of following the retreating English to their own shores. Villeneuve wanted time to prepare for the next step!

Napoleon, emperor of the French, has been waiting in that room in that small chateau, for the news that would start him on his campaign against England. The news had come, but he had to turn aside from England. The plan had died. The investigation had been made, the objective determined upon, the means formulated, the first step had been won, but a man had failed.

Let Vachée tell the story.

The English affair was over for the time. Napoleon late in the night had sent for Darn, his commissary general.

Darn appeared at four in the morning and found the Emperor pacing up and down the room, pouring out his invectives and reproaches against Villeneuve, who, snugly in the harbor Ferrol, was planning new enterprises, little knowing that his hour had passed.

Turning to Darn, Napoleon, pointing to a desk, said.

"Sit down there and write."

"Immediately, without transition and apparently without meditation," says Vachée, "he dictated, unhesitatingly and in his concise and imperious manner, the plan of the 1805 campaign, as far as Vienna. For four or five hours did he thus dictate, having made certain that his instructions were well understood, he dismissed Darn, "with instructions as to preserving secrecy with respect to future action."

Napoleon repaired the errors of his subordinates by planning greater victories for the future. He changed instantly from old and cherished plans, and threw the whole weight of his mind into the new project. To-day mattered, yes, because to-day is yesterday's to-morrow. To-morrow was Napoleon's greatest asset. It was and it always is the asset of the dreamer. Napoleon was a dreamer. Because of that he left nothing to chance. He thought, meditated, reflected, analyzed, planned, all for to-morrow.

He could not understand the policy of drift, of let well enough alone. Napoleon was too much of the masterful type to tolerate such an attitude.

"Napoleon at Work," by Colonel Vachee.

"The essence of science is precision and pre-vision."—*Herbert N. Casson.*

"It is a delusion to believe that a plan of war may be laid for a long period and carried out at every point. The first collision with the enemy changes the situation entirely according to the result. Some things decided upon will be impracticable; others which originally seemed impossible become feasible."—*von Bernhardi.*

"No matter what your occupation in life may be, you should definitely plan all the work you do. Nothing great has ever been accomplished without definite planning. The world steps aside for the man who knows where he is going; that's the reason why people get out of the way of fire engines."—*Hugh Chalmers.*

"The lack of standards—plans—and then real careful and useful field work is apparent in the majority of sales departments."—*George H. Eberhardt.*

Time and again we see him lying at full length over the great headquarters map studying at three or four o'clock in the morning the disposition of the troops, both of his own and of the enemy. Facts, information, gossip, statistics, data of all kinds he omnivorously and ravenously absorbed, through the greatest secret service the world of his day had ever known. He put literary men, scientists, poets, business men, society women, all at work for him so that he might know more of them and their plans than his opponents could know of him and his.

The consequence was that he had more facts, more recent data, more of the later philosophy, scientific results of research, at his command to guide his action than any of his opponents. Tradition meant nothing to him while it meant everything to such as that Austrian general who complained—"This Corsican is really a very poor soldier; he knows nothing of the classic art of war—" The Austrian was in full retreat.

He had courage to use new ideas. He knew more about his adversaries and their capacities than they knew themselves—his spy system attended to that. One consequence was that he acted with that startling innovation which made him appear as if he was the most reckless of gamblers.

He welcomed new ideas—whether from scientist, common soldier, poet, philosopher, woman or child. He absorbed them into his thought. He put them to work, he made mistakes. If he had not, the world would probably to-day be living under the eagles of imperial France.

What was *right* in what he did? The answer to that carries a useful result to our own day and generation.

It does not require much stretch of imagination on the part of those who carefully read the history of Napoleon, especially in that wonderful book of Colonel Vachee's, to make the comparisons with some of the great commercial and industrial figures of our own time. We see the same philosophy at work, the same omnivorous hunger for facts, the same definite planning, the same lightning decision, the same definiteness of aim, the same indifference to failure except to make it a spur for quick planning for recovery.

Napoleon set the standard in his letter to Lauriston:

"Always remember these three things:

Concentration of forces;

Activity;

A firm determination to perish with glory."

We have the triumvirates there—the mind, the body, and the will or spirit, all concentrated definitely upon the objective.

"But," I hear some one say,

"Napoleon had his Waterloo."

The same old blindness! the same old reason for self-satisfaction!

"I will follow nothing and no one because there is some error in every plan, some failure in every man!"

Man remains the great stumbling block—man's ways of thinking, his philosophy remains the most stubborn practical fact to master and to change!

Napoleon, in the first stages of his career as a great general, labored anxiously and unceasingly to be on the side of Truth. He knew that "one man with truth on his side is always in the majority."

As his empire grew, as victory multiplied the scope of his activities he had to delegate more and more, and in his personal staff Napoleon was not a good judge of men. His staff was an aggregation of sycophants and lickspittles—pale reflections of the master; and in that subtle atmosphere of adulation generated by courtiers and jackals, grew up that self confidence and belief in his star of destiny that made Napoleon finally succumb to that most human of weaknesses of believing that Napoleon could do no wrong. So that from a start where he had humbly worshipped at the shrine of Truth, he finally came to believe that Truth was humbly worshipping at the shrine of Napoleon—then he failed.

We may trace the same deterioration of our master men of business, commerce and industry. It requires a schooling indeed to withstand success!

*In this discussion I am taking experiences from actual sales campaigns, but for obvious reasons in some cases I do not mention commodities or companies. I am not using a single campaign because no one campaign in my experience or observation covers the points in a scientific handling of the task.—The Author.

Far from his failure furnishing a source from which business men should arrive at a cynical indifference to the lessons of Napoleon's successes, it should be a warning that some of them, too, being very much less than Napoleon, are suffering from the same disease that brought him to catastrophe.

Napoleon planned, even when most certain of his fate *to be victorious*—he planned as never general planned before.

The Sales Plan Puts Our Principles to Work

The planning of a sales campaign is the attempt of the sales manager to achieve a definite objective.

He has made his *investigation* to find out what he has in the way of men, money and commodities, to fit the conditions among the people constituting his market.

He has made *records*, written and verbal, for the guidance of the individual and collective judgments of the organization.

He has *organized* his men and materials and money so that they may most easily, accurately and successfully answer his demands, and the demands of the problems as the investigation shows them to be.

He has *standardized* the operations of this organization so that the successful operations may entail the minimum of friction, special attention and costly supervision.

He has done this with a purpose. He is now going to use this investigation, these records, this organization and these standards, for the achievement of a purpose.

He is going to sell goods at a profit to the possible customers of his house.

He has learned how to control the use of materials, the expenditure of money, and now he proposes to control the work of his selling organization, and "keep it at its most useful pitch" of operation.

The Sales Objective

The sales manager's objective is to:

(*a*) Sell the product at a profit.

(*b*) Keep the sales force enthusiastically "on the job."

(*c*) Build a permanent demand, and lay foundations for future growth.

(*d*) Maintain the hearty cooperation of production and financial departments.

The Planning Idea

The planning of a sales campaign corresponds to the programming of the work, scheduling the performance in a factory.

The purpose of the planning of a sales campaign is to let the management, factory, finance, and members of the sales force know what they are to do, how, when and where it is to be done.

Under the old rule-of-thumb sales manager, like a certain photographic supply manufacturer in New York, the salesmen sell anything in any quantities they can get orders for, and if the house can't furnish it, they let it wait until the customer kicks, then they say "maybe we can deliver it in 30 days" (when they know it will probably be 90 days). This house has fed on certain patents for over nine years, and "has no particular reason to be efficient." "It has always paid dividends" of course, that is sufficient to the owners if not to the man who knows that the time is coming when society will exact a price of efficient management for patent monopolies of necessities. But, was it not a Louis of France who said, "after me the deluge!"

Under the scientific management of sales the plan becomes a fairly definite outline of what can be reasonably expected.

Because it deals with human units and economic forces, it cannot always prophecy to the last unit or per centage, for a program of factory production may be interrupted by a strike or an epidemic. A sales campaign may meet a San Francisco earthquake or a Dayton flood, and get more business than usual; or, it may run into a New York money panic, such as 1907, or a war scope, such as August 1914, and have to wait. It deals with things as they are, as Napoleon did with his failure to reach England.

The aim of a plan of campaign under scientific treatment is not only to sell so much goods, but to:

(*a*) Stabilize output.

(*b*) Develop new customers.

(*c*) Strengthen the allegiance of old customers.

(*d*) Decrease sales cost.

(*e*) Stabilize prices and terms.

(*f*) Leave the sales force with greater faith in the goods, the house and themselves.

(*g*) Sell the output at a profit.

It is not necessary for me to go into each of these parts of the aim, but failure to realize the importance of the (*f*) aim has been the cause of almost untold losses in *esprit de corps*, and this is one of the most important things in sales—the whole attempt at the Somme, Verdun, was to weaken *morale*.

What He Wants To Do

Every sales manager has some more or less defined idea of what he wants to do in any single sales year. Curiously, however, I find many managers who seem to think it nobody's business to know their plans. Many cannot tell you what they are going to do. When a month opens up badly they write a few what-is-the-matter-with-your-sales letters.

If it continues bad, they commence to ask if the man is dead, or ill, or has he been out working?

If the month closes badly they hand out a jolt or two to the men who make the worst showing, and send "ginger letters" to the remainder.

Why was it a bad month?

They haven't the slightest notion, but plenty of "reasons and excuses," and end up by passing the problem to the salesmen, or blame it "on the conditions," or the Government.

The scientific attitude demands prevision, it wants to anticipate and demands reasons and not opinions—no matter how many times it has to be satisfied with the latter—for failure to make sales quota standards.

Marshalling The Forces

"What must we sell within the next six months?" asks the sales manager of the production manager.

"We must sell 30,000 machines if we are to keep going without increasing costs, 42,000 machines if you want the best results."

The sales manager sees good times ahead "unless all signs fail." His investigations and reports indicate an abnormal demand. The sales force is "on its toes," and every territory is manned.

"What is your monthly capacity?" he asks.

"We can get it up to 4,000 a month at the end of ninety days" is the reply.

"Suppose we go after 45,000 machines next year?" asks the general manager. Then comes the tables, data, figures quotas by territories. It requires a week or ten days for the Sales-Promotion Department Division to figure out where the 45,000 machines could be expected to go. Every county in the country is analyzed. The conditions are studied in the order-producing centers. The sale of 45,000 machines means the investment of nearly $3,000,000 in raw materials, and nearly $1,500,000 in wages and overhead, as well as selling expenses.

The report is favorable.

Then come the conferences with heads of personnel, advertising and sales-promotion. What is the supply of new salesmen, where can they be placed, who will take the place of sales-manager at Winnipeg—have we men to develop the Montreal new teritories?"

An advertising campaign has to be outlined and started, mediums selected, copy attack, or campaign idea or a new product evolved, and then the amount of money required appropriated. The Personnel Division has to develop the sales-contest ideas, arrange prizes, and make decisions as to district convention of the sales managers in order to "sell" them on the new quotas.

The Sales-Promotion Division is feverishly working out the details of the figures on which the whole campaign is based, for on it depends where the direct-by-mail advertising accent will be placed. Quotas are being checked up and revised; there must be no chance for a comeback from a sales manager. Standards are being arranged for the contests, and many different problems of chances are being worked out to prevent inequitable results.

At last all the data, the plans, the contests and the advertising campaign are ready. The wires go to the district manager. "Please report at the home office prepared to discuss 1917 campaign next Friday."

To the sales managers a summons goes to meet at the same place the Monday following.

The Sales Convention

It does not, of course, matter whether you have five or five hundred members of a sales force, the get-together idea is scientifically sound.

The convention must be programmed.

It must have a dominant note—"More business from Inquiries," "50,000 Machines in 1917," "Better Service by Better Men," "Greater Efficiency," "Higher Percentage of

(*Continued on page 436*)

WHY WE PUBLISH A HOUSE ORGAN

A continuation of the article in September MARKETING in which Canadian firms publishing house organs tell why they were started and what purpose they serve. Third of a series of articles.

Written for MARKETING by W. J. HEALY

MOST advertising men are familiar with *By-Water* Magazine, Published by the Canada Steamship Lines, Limited, Montreal. Mr. Garnault Agassiz, the editor of this very attractive publication, in reply to a letter asking for information regarding it for use in connection with this series of articles, wrote: — "I am mailing you copies of the last two issues of our magazine, but want to state that this is in no sense a house organ, but a regular legitimate magazine, with paid advertising and paid subscriptions, and being accepted by the post office as second class mail matter."

This letter raises the rather interesting question: When is a house organ no longer a house organ? *By-Water* Magazine while it had from the beginning the form and appearance of a regular magazine, carried a considerable amount of regular paid advertising and no doubt had a certain number of paid subscribers from the start, it was nevertheless, in every sense, a house organ. It was perhaps the most pretentious and certainly one of the most successful house organs that have so far been published in Canada. Like the *Four Track News* started many years ago by the New York Central Lines, *By-Water* Magazine appealed so strongly to the travel loving public that many who could not get it otherwise were and are quite willing to pay the regular subscription price for it. Also it carries as large a volume of paid advertising as many of the regular magazines.

However, in the opinion of most advertising and newspaper men, *By-Water* Magazine is still a house organ, and will continue to be one until it has reached a point in its development where it is operated as a separate business enterprise, independent and distinct from the transportation company by whom it is published and who are to be congratulated for its splendid success as a house organ.

By-Water Magazine is published monthly, 64 pages and cover, size 8¼ by 11¼, covers in four colors, and contains a greater number and variety of splendid half tone illustrations than probably any other monthly publication in Canada.

GOODYEAR TIRE NEWS; (Monthly 16 pages, self cover, one color, size 7½ by 10, goes to dealers). C. H. Clancy, the editor, writes:—

"Goodyear *Tire News* is published every month and mailed to our list of dealers. It is edited by ourselves and its purpose is to give tire dealers a trade paper and at the same time to advertise Goodyear tire products.

"We have reason to believe that our purposes in issuing Goodyear *Tire News* are being fulfilled. We often receive from tire dealers letters complimenting us on the interest and value of the magazine.

"From the advertising standpoint, we feel that the material we put into *Tire News* reaches the trade we wish it to reach, and does not go to a multtude of uninterested persons, like advertising matter in trade papers circulating among several branches of the industry.

"We do not find that the cost of issuing *Tire News* increases from year to year out of proportion with the increase of our trade. Our sales organization tells us that *Tire News* is a great help to them in supplementing their sales efforts and in promoting better business methods among tire dealers."

FORD NEWS, (Monthly). E. G. Hogarth, editor and advertising manager of the Ford Motor Co., of Canada, Limited, writes:-

"*Ford News* is published on the first of each month and goes to dealers, home office and branch office employees, head repair men, etc. It is edited in our own organization and is designed to act as a clearing house for ideas and to keep the organization posted on all matters of interest to them in their work. We treat 'Service' separately in a bulletin issued every second week.

"The cost of issuing *Ford News* increases steadily, due to the increased cost of paper, plates and improvement in style and make-up. It is very highly thought of by the majority of dealers and others who get it, who look forward eagerly for each issue. It keeps the whole organization posted on matters of timely import, and ideas of value in sales, service, advertising and motion pictures."

RETAIL MERCHANTS' GLOBE, (Monthly, four pages, newspaper style, stock and size, 18¼ by 23), Wm. Findlay, advertising manager of the *Toronto Globe*, writes:—

"The Retail Merchants' *Globe* is a house organ and it is not. Of course we have a selfish interest in publishing it, as it is not a revenue producer, but at the same time it fulfills an important mission as a newspaper, in carrying news of the retail trade and wholesale markets, as well as stories of successful retailing methods, which cannot be found in any other publication.

"Its editorial purpose is to create a greater favor in the minds of retail dealers towards branded and advertised goods. In the United States several of the leading daily newspapers are putting out somewhat similar publications. Some of these are frankly broadsides, containing reprints of advertisements and little else. Others, particularly the Philadelphia Retail Public Ledger, devote their space very largely to giving the retailer actual news of the business. The Retail Merchants' *Globe* is in between. We are giving news and at the same time stimulating the interest of the retailer in advertised goods."

SHOE FACTS, (Monthly, 16 pages, self cover, two colors throughout, 9 by 12, goes to footwear dealers). Mr. Roy W. Johnson, editor, and advertising manager of Ames Holden McCready, Limited, Montreal, writes:—

"If we can help a man to become a better merchant, we shall make him a better customer for everyone with whom he deals, including ourselves. That, in a nutshell is the policy which we strive to follow in publishing *Shoe Facts*.

"Twelve thousand copies of *Shoe Facts* are mailed each month, and a large proportion of them go to retailers who do not receive any other shoe trade publication. Many of the latter are general merchants who deal in shoes only incidentally, and whose general merchandising publications pay no special attention to the retailing of shoes. Others are simply in the position where they have not yet been convinced of the value of a trade publication, and are unwilling to pay real money for any of the 'regular' publications. At first some of them even refused to take *Shoe Facts* from the Post Office, being suspicious of a 'string' to it somewhere.

"In a word, if we desire to reach regularly every shoe dealer in Canada (as we do) a medium of our own is an absolute necessity. This is no reflection on the excellent work which the trade press is doing. It is simply a condition which it takes time to overcome, and the trade press will doubtless overcome it in time. Meanwhile we believe that *Shoe Facts* is serving a useful purpose wholly apart from its value as an advertising medium for Ames Holden McCready shoes.

"The same conditions determine pretty clearly our editorial policy, bearing in mind the fact that we are not primarily concerned with making sales of our shoes so much as with helping the retailer to become a better merchant. When he does that he will sell more shoes, and some of them will almost certainly be ours.

THE LIST OF HOUSE ORGANS

which we have been compiling, and which we promised to publish last month, will be ready for December Marketing. It is quite a list—but if you know of any that we may not already have discovered, please advise us within the next couple of weeks. We want the list to be as complete as possible. So do a great many of our readers, judging from the inquiries we have received for this information.

"Most of our work consists in approaching a few fundamental principles of retailing from new angles, and presenting them in new guises. And we try to do so without mounting the pulpit and becoming didactic. All of this sounds easy, until you try it.

"An issue generally consists of 12 pages, including cover, 9 by 12. We use a good grade of coated stock, and print in two colors, giving special attention to securing attractive duotone illustrations. Six pages, and at times the centre spread in addition, are devoted to the advertising of Ames Holden McCready shoes, and the Ames Holden McCready system of distribution. The balance of the publication consists of original editorial matter and a few selected reprints from the American trade press.

"In brief, *Shoe Facts* is not exclusively an advertisement for Ames Holden McCready shoes, nor is it on the other hand an experiment in philanthrophy. Our purpose is quite obviously to win the good will of the retailer, and to lead him sooner or later to buy more of our shoes. We are quite frank about that purpose, and the trade clearly understands it.

"The publication of a house organ of this character is a reasonably expensive proposition, and the question naturally arises—does it pay? Certainly it pays. If we were not convinced of that fact after having issued twelve numbers, we would stop right here and now."

THE HUSTLER, (16 pages and cover, 6 by 9, one color, goes to employees and dealers). Thos. E. Ward, editor, and advertising manager of the House of Hobberlin, Limited, wholesale and retail men's clothing, Toronto, writes:—

"The *Hustler* is published on the first of each month to keep dealers in touch with the doings of the House and to instruct them in selling and advertising, as well as to give general information and entertainment. Since this policy has been consistently followed instead of 'tooting our own horn' about our own goods, dealers show a great deal of interest in the *Hustler* and look forward to future copies. Our salesmen never fail to complain if copies do not reach them.

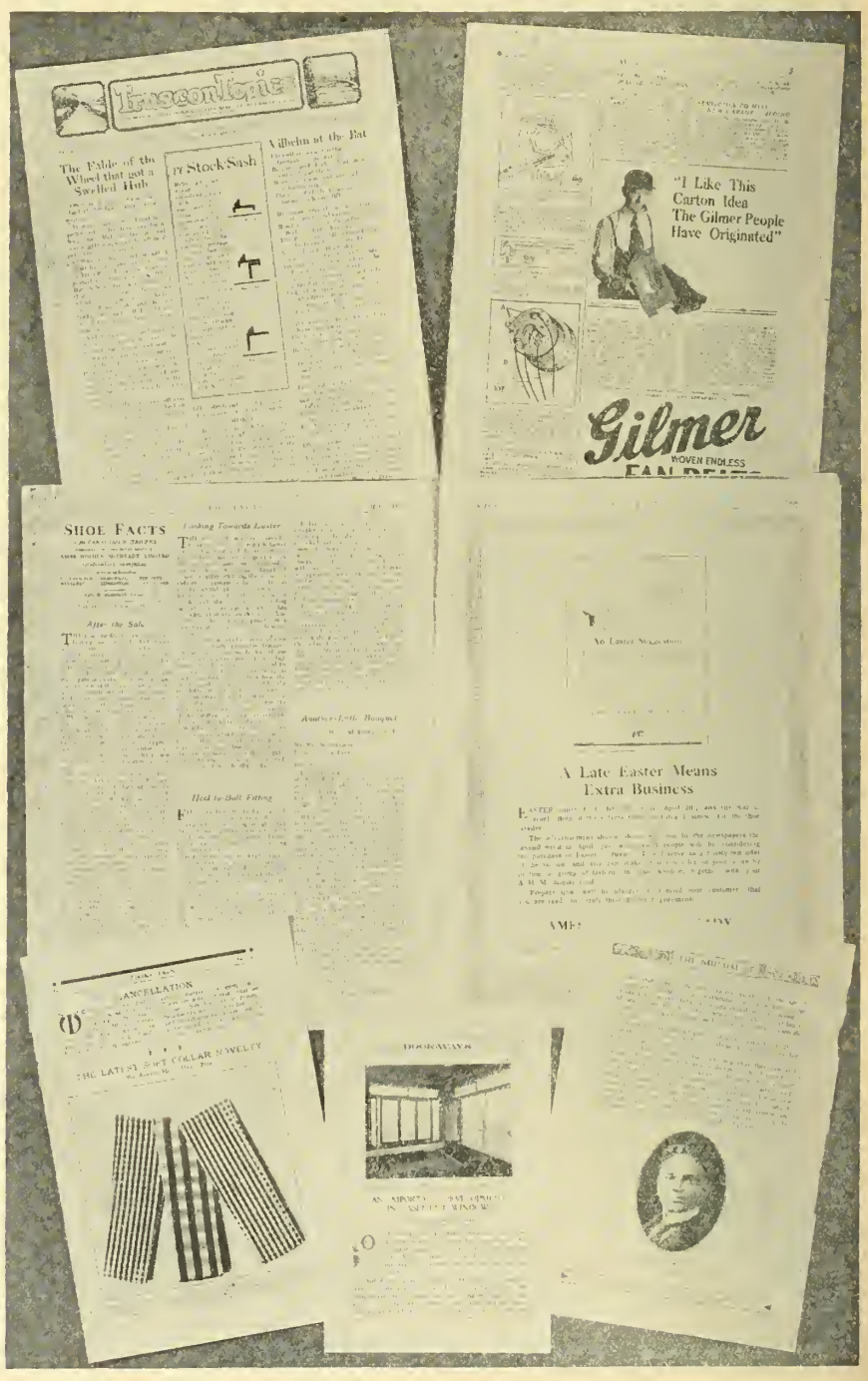
"We consider that the greatest value of our house organ is in maintaining the agent's good-will toward the House, and as a medium of contact between the House and the agent for imparting information about the organization in a direct way, also as valuable means of educating the dealer to make him a better salesman."

MOTOR SPARKS, (published weekly, 4 pages, 8 by 10½, goes to employees only.) Milton Bergey, advertising manager of the McLaughlin Motor Car Co., Limited, Oshawa, Ont., sends copies of the first three issues of their internal house organ, *Motor Sparks*, the first issue of which appeared on June 11th, and states that the first few issues have proved to be of great interest to the factory men and all other employees.

This very modest appearing little publication is of more than usual interest in a number of ways. Of all the house organs examined in the course of the preparation of these articles, *Motor Sparks* is the first and only weekly. It is really a little miniature newspaper, printing interesting items about the organization and various individuals in it, short articles relating to the policy of the organization towards the employees, explaining their various plans for welfare work, profit sharing, and other matters of vital interest to both the management and the employees.

In starting this little magazine, the General Motors of Canada, Limited is adopting one of the most effective of all possible means of counteracting the propaganda of labor agitators and near Bolshevists who are doing their best to upset the good feeling and understanding between employers and employees in the majority of the big industrial concerns of Canada. Internal house organs have appeared in considerable numbers in the States during the past few years. Most of them were started with this object of binding all parts of a big industrial or commercial organization more closely together by the bonds of good will and mutual understanding. Investigation would probably show that the concerns that have adopted this policy of taking all their employees into their confidence and doing as much as possible to make friends of them and give them a real interest in the success and progress of the business, have had fewer labor troubles than firms that have not done this.

There are several other internal house organs published in Canada, most of them monthlies, and it seems likely that the number of these will be



SPECIMEN TEXT PAGES OF CANADIAN HOUSE ORGANS

Showing different styles of make-up. Auto Links is a miniature newspaper, and carries advertisements. Others are printed on magazine stock and follow magazine make-up, showing an interesting variety in typography and illustration.

added to very materially during the next twelve months.

KODAKERY, (32 pages and two-color cover, 5¼ by 7½, goes to consumers via the dealer). A. D Cridland, sales manager of the Canadian Kodak Co., Limited, writes:—

"*Kodakery* is issued on the 20th of the month preceding that which it is dated. Its object is to sustain the interest in photography of everyone purchasing one of our cameras. We are very well satisfied with the results as far as it is possible to trace them. The educational value of Kodakery is very important, also its value as a follow-up. A subscription form is bound in the manual that goes with each camera, and it is the dealer's part to see that the form is filled in and forwarded to us following the sale of every camera.

THE RED BALL—*Le Bal Rouge* (monthly in English and French; 16 to 20 pages and four-color covers, size 5¼ inches x 7⅝ inches goes to dealers. Gerald F. Morrow, editor and advertising manager, The Atlantic Sugar Refineries, Limited, Montreal, writes:

"The *Red Ball* is published as a creator of good-will and a means of direct communication with the dealer. We are well satisfied with the results so far produced—the *Red Ball* started only a year ago. It is very highly thought of by dealers, and as we have practically no salesmen, it gives us a means of posting the dealer in matters that would ordinarily be taken up by the salesmen."

"It may be said at the outset that Lantic Sugar's little publication did not join the ranks of Canadian house organs with any false or incomplete ideas regarding the responsibilities involved in such an undertaking. Careful investigation into the perils and possibilities of this form of direct advertising had satisfied the sponsors of *The Red Ball* that the results to be obtained by such a publication would more than justify the labor and expense incident to its journalistic birth and continued existence. *The Red Ball* came into being in September, 1918, with the purpose of serving as a medium of contact between the Lantic organization and the sugar retailers of the country. The intent and purpose of the magazine was originally and is, today, to create among its readers that rather intangible but valuable feeling, generally known as "goodwill." This term implies a condition or attitude of receptivity on the part of present or prospective patrons, a condition most conducive to better business in any line of sales-effort.

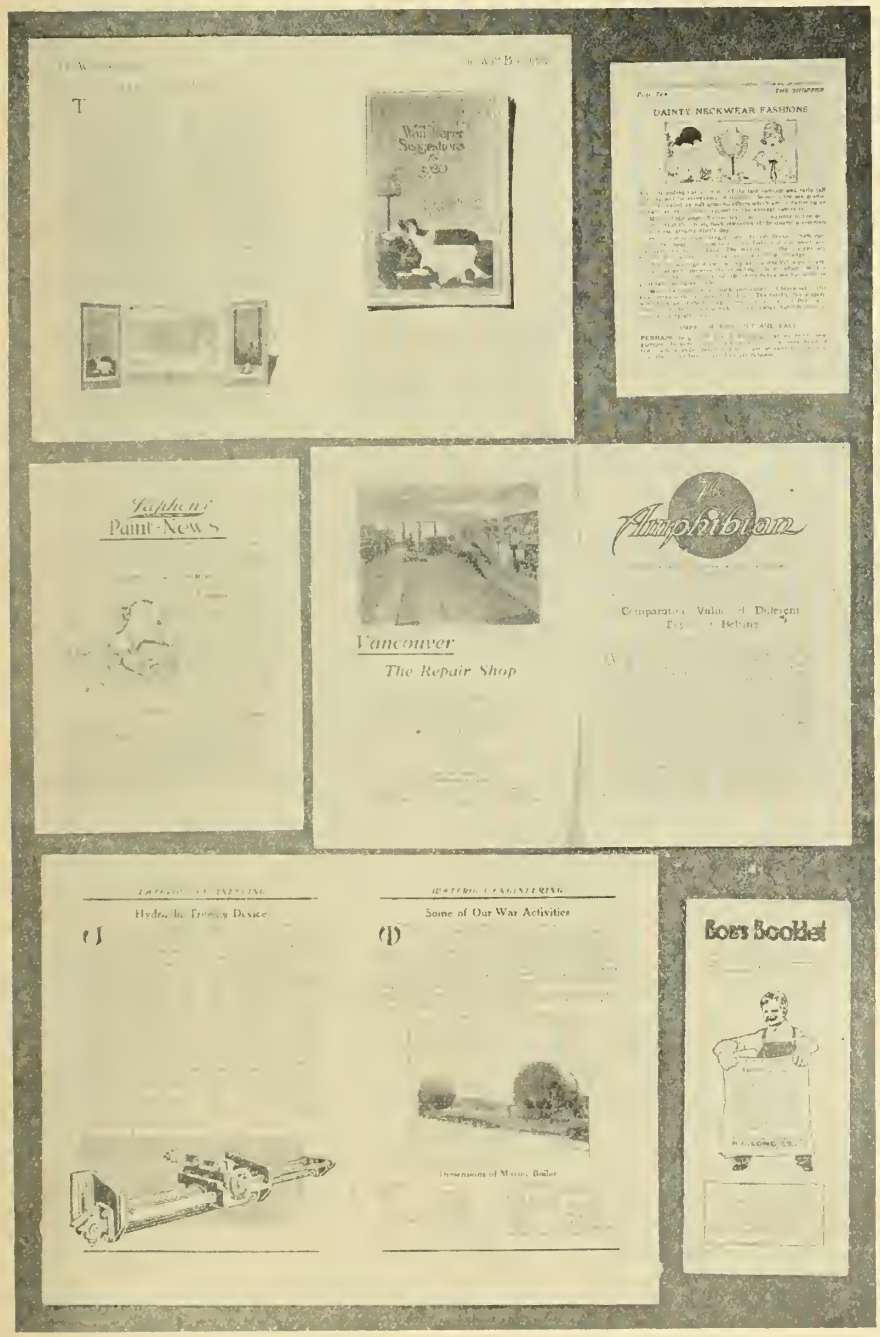
"*The Red Ball*, with its September 1919 issue recently off the press, has passed the first milestone of its history and enters its second year with high hopes and good cheer. To what extent we have attained the purposes we had in mind at the start is a subject upon which we prefer not to be interviewed. Any statement we should make in this regard might be construed as either immodest or colored by our own enthusiasm. Suffice it to say, that the Lantic Organization has become more and more attached to its journalistic offspring with each succeeding month of its existence. *The Red Ball* has made a host of friends for itself and its parent organization, as evidenced by the number of verbal and written bouquets which have, at times, littered its editorial sanctum. Also, the domestic business of Lantic Sugar increased more than one-third last year but *Red Ball* has no intentions of claiming any too great a share of responsibility for this. We do contend, however, that this same little monthly visitor has been a potent aid to the Lantic sales organization in their good work.

"*The Red Ball's* editorial management cannot, with justice, assume too much of the credit for any success attained by the publication. The technical advice and literary co-operation of the company which produces *The Red Ball* in finished form each month, have been responsible in no small measure for the typographical, art and editorial features which have aroused much favorable comment. This service, which has been constantly available during the past thirteen months has done much to smooth the difficulties which arose from time to time and has made the editing of *The Red Ball* a congenial, if not an easy task.

"Costs of production have undoubtedly mounted since *The Red Ball* was started "rolling" but we find that increasing experience in the publishing business, enables us to keep well within our appropriation for the purpose, without permitting the publication to deteriorate in any way.

"In conclusion we may say that we feel that *The Red Ball* in the first year of its career accomplished just about all that we hoped it would. Certainly,

(*Continued on page 448*)



CLOSE INSPECTION REVEALS VARIED EDITORIAL CONTENTS

Practically all the pages reproduced deal with subjects closely related to the businesses of the firms publishing them. Some argue that you must include something else "to interest your readers," but Marketing believes that if you can't make your business affairs *interest* "your readers" you'd better not publish a house organ.

BETTER LETTERS NEEDED

Necessity for more careful and intelligent handling of routine business correspondence emphasized in address at recent Advertising Convention

By Charles Henry Mackintosh

"BUSINESS men—retailers, wholesalers and manufacturers alike—could well take some lessons in the writing of more concise and better business letters, and some of them could with profit study the experience of successful mail order houses with reference to their business letters," stated Charles Henry Mackintosh, manager of the Business Letter Department of LaSalle Extension University, Chicago, in his address before the Direct Mail Advertising session at the recent A. A. C. of W. convention. Mr. Mackintosh, before his connection with LaSalle University, attained a reputation for his knowledge of direct-mail advertising in practical, everyday work. He described some interesting specific cases, one of which follows:

"In the case of a great wholesale house a few years ago, dealer after dealer had severed connections with it, and not one would give a reason for his action.

"I wonder if we all realize how seldom our customers will give reasons for not wanting to do business with us any more? Most people dislike arguments and know that to give a reason to the average house for not dealing with it any more, is simply to start an argument, and so they quit and say nothing.

"They stop and that's the end of it.

"In the case of this great wholesale house, so many dealers quit that it became urgently necessary to find the reason before the concern was driven out of business entirely.

"And so a group of special investigators was assembled and sent out into the field to locate the source of the trouble.

"For a few weeks they could not find it. In most cases it appeared that the dealers themselves actually did not know why they were 'sore' at the house—but one thing at least was evident, that there was a very pronounced and dangerous spirit of dissatisfaction current among all the dealers, including the remaining customers of the house.

"At last one of the investigators unearthed a clue. He found a dealer who had finally succeeded in getting an adjustment, amounting to about $5.40, after exchanging no less than fourteen letters with the house on the matter.

"The replies to his communications had been so brief, so vague, so general in character, that he had been compelled to take time from his real work again and again to restate and to explain the situation upon which he based his claim for an adjustment. His last letter reached one of the heads of the house and brought a satisfactory settlement.

"In the letters sent out from this wholesale house there was shortness without conciseness; they were inadequate, defective deficient, abrupt, petulant; but no one could have stretched his charity to call them 'elegantly forcible.'

"But it didn't go out of business.

"Instead, it went out after the reason for the reaction, and when that reason had been found, a way was sought to remove it.

"This was the way:

"The heads of the house recognized that better letters meant better letter-writers. They knew that it wouldn't be enough—that it wouldn't even be fair—to tell the correspondents that their letters had been poor and must be improved. Just as it had been necessary for the heads of the house to have the situation analyzed before they knew what was wrong and how to cure it; so it was equally necessary to give the correspondents the results of the analysis and also to lay before them the inference which might logically be drawn from those results.

"So they called a conference of correspondents and laid before them the facts that had been unearthed by the special investigation. They had carbon copies of some of the letters and these were dissected of course without mentioning the names of the writers since the house policy had been at fault rather than individuals. And then they asked the correspondents themselves to suggest remedies for the conditions.

"Nearly all agreed that something must be done to insure that all questions in dealers' letters were answered carefully and completely in the future, but just what form this insurance should take other than leaving it to each correspondent to keep the matter in mind, could not be decided until someone suggested a supervisor whose job it would be to check all outgoing mail to see that each letter answered properly all the questions asked in the original. The correspondents thought that might be a pretty good plan, and then came the question as to who should undertake this work. Nobody seemed to feel that he had enough unusual ability along letter lines to volunteer—and you couldn't blame them, could you?—and so finally it was suggested that it might be necessary to train a man for the work.

"Now before calling the conference the heads of the house had investigated the possibilities of securing an effective course of training in business letter-writing and so they were prepared to meet this suggestion.

"But right at this point the vice-president in charge of sales had a bright idea. 'If we can train a man to catch mistakes in our correspondence,' he said, 'why can't we train all our correspondents to do the same thing and so not to make mistakes in the first place? That sounded like good logic, because there wouldn't have been sound sense in correcting the correspondence after it was all ready to be mailed and every correction would mean a waste of time and material; when it might better be corrected before it came from the lips of the dictator.

"Eventually it was decided to adopt *both* plans—to give the individual correspondents the benefit of the proven practical plans and the successful experience of the business letter-writing experts of America; and also to appoint someone to the position of correspondence supervisor to look over the letters before they left the house and thus make assurance doubly secure.

"As a result of the operation of that plan, the house in question became greater than before—and you will see that I must not mention the name, since no concern likes it to be known that it was once on the brink of bankruptcy through inefficiency in any department—however it is a real house and it is now one of the largest in its line in the United States. Better letters have rebuilt it stronger and bigger than before."

❦ ❦ ❦

Hamilton Advertisers Agency is placing some advertising for Armour & Company, Canadian Branch, in a few newspapers and trade papers.

❦ ❦ ❦

W. C. Wheeler, who has been connected with Grip Limited service department, has returned to Buffalo to accept a position as service manager of the Landshaft Advertising Agency with which he was associated before joining the American Army.

❦ ❦ ❦

Harvey C. Blanch has resigned his position as plant superintendent of the Maclean Publishing Company to go into the printing business on his own account.

❦ ❦ ❦

Federal Advertising Agency, London, Ont., have secured the advertising account of H. F. Bailey & Son, Galt, Ont., and will advertise milking machines in farm papers.

❦ ❦ ❦

A strike, or what they have chosen to call a general "vacation" by the typographical unions in New York has been in effect since October 1st, and has prevented the publication of many of the leading magazines and trade papers. Publishers decided to suspend indefinitely rather than submit to the unreasonable demands of the unions, which call for a 44-hour week, and an increase in wages of $14 a week.

Some of the magazines have arranged for printing facilities in Albany, Cincinnati, Chicago and other points, and if the strike continues much longer it is not unlikely that some of the New York publishers will make a permanent change to other cities.

As Marketing goes to press, however, there are signs that the strike is breaking up. It is reported that employees of a number of plants have reported for work, despite the vote of the union which was for holding out.

TALKING THROUGH TYPE TO TEN THOUSAND EMPLOYEES

Production can be stimulated, employees good-will won and retained, through placards, bulletins and printed matter. How it is done in one large industry. From an address before the meeting of the Direct Mail Advertising Convention.

By Roscoe E. Scott,
National Lamp Works, Cleveland, Ohio

WHY is it only within the last few years that we have heard about manufacturers advertising to their own employees on any considerable scale? Different people will answer this question differently. The important things is that Internal Publicity is now beginning to come into its own.

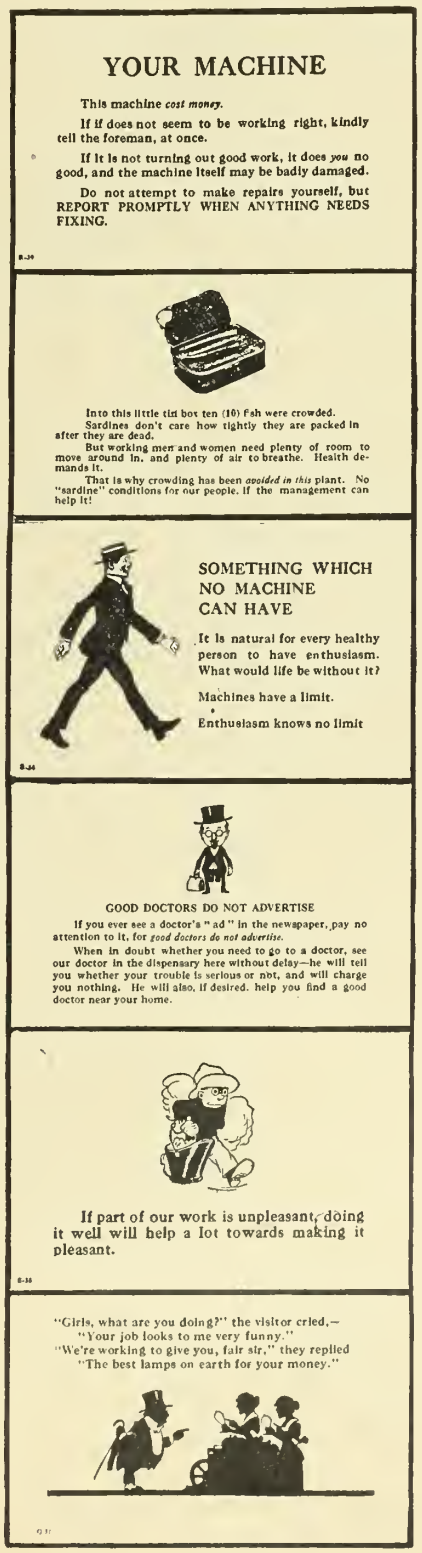
The art, business or profession of advertising—whichever you like to call it—came into existence back in the primitive days when the advertiser's factory employees were relatively few, whereas his sales prospects were like the sands of the sea, without number. It is not strange, therefore, that advertising started out as a consumer proposition rather than an employee proposition. To use a homely illustration, you could hardly imagine the village shoemaker conducting an advertising campaign to reach his one or two apprentices, but you could readily imagine him as using handbills, or the country newspaper, to advertise his product to the consumer. In those days, when the "boss" had a message that he wanted to get across to his own organization, he walked out into the shop and delivered it personally. All of the direct-advertising experts in the world, if there had been any, could not have helped him reach his people more effectively.

Partly because the old-time employer never fell out of personal touch with his people, his labor troubles were few.

Twentieth-century industry has expanded to a point where the typical manufacturer's employees are so very numerous that for many purposes they can be efficiently reached only through the printed word—through direct advertising, if you please. It is worth noting that some of our big industries, employing thousands of men, have only a handful of customers on their books—consider our shipyards and our locomotive works for example. Is it hard to imagine that in such cases internal advertising may soon develop to a point where it is of even greater importance than advertising to the customer?

Consider the increasing prominence of the labor element in our country's affairs, added to the impossibility, already mentioned, of the factory manager coming into personal contact with all of his people, and it is easy to see what a field there is ahead for internal publicity work.

Let us frankly admit that even in the largest modern plants the management can still maintain personal contact with the mass of employees through its superintendents and foremen, just as the sales manager talks to the trade through his jobbers and dealers. But there are decided limitations to the dissemination of ideas by personal contact in a large corporation. Some foremen do not have the necessary tact or ability to explain the company's policies to the employees, or to foster an atmosphere of harmony and co-operation. Other foremen are too busy, or take no interest in anything of a non-mechanical nature. Still other foremen are perhaps not thoroughly "sold" on the company's policy themselves, and for them to educate their subordinates would be like the blind leading the blind. The best foremen and superintendents welcome advertising as a help, just as the best jobbers and dealers recognize the usefulness of dealer helps.



Some of the cards referred to by Mr. Scott

One of the big services that advertising can render is in strengthening the bonds of goodwill between an institution and each employe in that institution, incidentally reducing the huge labor-turnover that lack of goodwill is largely responsible for.

Your efforts at internal advertising will fail, if you go at it as if you personified capital, preaching a sermon at Labor. Forget Capital and Labor. Your mission is simply to spread the truth and thereby create goodwill between an individual and an institution —which consists of a lot of other individuals, managers, clerks, operatives, but all of them human beings like the one you are talking to.

The people who stay with their jobs only 45 weeks are a thousand times commoner than the one who sojourns 45 years. Even if direct advertising can only slightly ameliorate this condition, it has a field for tremendous helpfulness in large establishments.

Employers who do not offer good wages, good hours and good treatment would do better to keep away from internal advertising, for we all know that it doesn't pay to advertise unless or until you have something to shout about. But when you have done your level best to provide good working conditions, you cannot expect them, unheralded, to solve every difficulty with labor,—a fact which many employers have discovered to their sorrow. It is just as unreasonable to expect welfare work and wartime wages to make a satisfied body of people as it would be to expect a large distribution for your goods without advertising.

The company may spend $20,000 or more on a special ventilating and air-washing system, in order to provide the best possible breathing conditions in the factory—but does Mary Ann Perkins give that fact a moment's thought before taking it into her head to "lay off a few weeks?" Maybe she does; perhaps she takes into consideration the various efforts that have been made on her behalf and decides that she, in turn, will do the square thing by her employer. If she takes this view of the matter, it is probably,

in part at least, the unconscious, cumulative effect of tactful and persistent advertising.

Lest you wonder what all this has to do with internal house-organs, let me hasten to explain that this is not a house-organ talk, although the internal house-organ plays a well-recognized part in the organization with which I am connected. The employees' magazine is a logical starting-point for any program of internal publicity. There are some splendid magazines of this sort, and they are goodwill-builders of unquestioned value.

We have in our plants another form of advertising which in some of its features is rather unusual, and it is this that I should like to discuss briefly. I refer to a system of placarding which we put into operation about 2½ years ago. It is a three-fold system, comprising.

(1) permanent printed signs, 15 inches x 11 inches, protected by glass in wooden frames;

(2) printed placards 11 inches x 8½ inches, protected by celluloid in slotted frames so as to be easily removed—these placards are changed every few weeks;

(3) printed cars of standard postcard size, placed in large numbers throughout the factories in holders of three specially-designed types. These cards also are changed at periodical intervals, the idea being to insert new copy before the old copy becomes stale.

Under this Goodwill Placard System, as we term it, about 80,000 pieces of printed matter are displayed annually.

The purpose of the large permanent signs is to advertise certain definite facilities, or beneficial features of the plant. One sign, for example, referring to the air-washing system, reads as follows:

"Your health is priceless."

"You value it—we value it, too.

"We value it so much that we have put in a special ventilating plant, costing many thousand dollars, to change the air in here completely every few minutes and prepare it for your lungs. The air is purified, then moistened so as not to be harmfully dry, heated or cooled (as needed) and forced into this room by a powerful fan."

"No poor air conditions for our people—not if the management can help it!"

Similar signs feature the pure drinking water; large windows; fireproof doors; clothing lockers; toilet facilities; fire extinguishers; safety appliances and so forth.

Progressive executives often consider it their duty to provide safe, sightly and sanitary plant facilities, whether the employees appreciate them or not, but progressive executives do not overlook the *desirability* of appreciation. Appreciation *is* secured through advertising, because the advertising causes the reader to open his eyes and trace a personal connection between the various plant features and his own individual self.

To clinch the point, suppose we consider this very room. I am informed that this room, and in fact the entire hotel here, is claimed to be of fire proof construction. Yet if this were a factory and you were employed here, you might go weeks or months without knowing it to be fire proof, because no attempt has been made to give it publicity. Information about the plant improvements and conveniences is bound to increase, rather than decrease, one's attachment to the institution.

The medium-sized frames, for the 11 x 8½ changeable placards, are installed near the time-clocks, and in other conspicuous locations. They carry seasonable messages, written and edited to meet particular occasions and conditions. Among the subjects thus featured are vacations, bonuses, lectures at the factory, Christmas, precautions against influenza, group insurance and so forth. Close co-operation is maintained with the Company's Service Dept., Safety Dept., Medical Advisor and Recreational Director.

The postcard-size messages deal with a multiplicity of subjects. Some contain specific instructions relating to the manufacturing work, others try to portray the spirit of the institution, or point out the essentialness of the factory work in supplying the world's demand for better light. Preference is given to short, pointed epigrams, such as these :

"The Less We Break, the More We Can Brag."

"The Most Contagious Disease is not the Grippe—it's the Grouch."

The cards are illustrated in colors, under the direction of our Advertising Art Director. Good copy suggestions are constantly furnished by the factory executives and foremen.

Most advertising men and women would get a high rating for optimism Yet I wonder whether there is a person among us who does not occasionally find himself looking at his job through the lenses of green mental goggles that distort the good and make mountains out of mole-hills. As soon as we realize how absurdly unjustified our momentary dissatisfaction is, we give ourselves a mental cudgelling, throw away the goggles and are happy, normal producers once again. If that is true of us, with all that we have to break up the monotony of our work, how much greater is the danger that the operator at bench or machine will come to regard his task as hopeless drudgery and the quitting-time whistle as the one best feature of the plant? These little printed cards are designed to foster a saner, more American attitude: The attitude of putting everything possible into one's job for the sake of getting everything possible out of it.

Goodwill, of course, cannot be artificially created by advertising. Goodwill must originate at the top—it must radiate from the management. But advertising is an important factor in the *distribution* of goodwill, just as much as in the distribution of tangible merchandise.

An interesting test of the effectiveness of the placard advertising system was made in a certain department employing over 100 men, all members of a trade union. Unexplained absences from work were becoming quite common. On a certain day the advertising was installed, and placards covering in a tactful way the subject of absenteeism were featured. The time cards for the following month showed a drop of more than 25% in the percentage of absences.

Almost any reasonable employment manager can be convinced by using his own figures, that internal advertising is worth his trying for the sake of the stabilizing effect, if nothing more. First find out how much he figures it costs him to hire and train a new employee. Suppose that this cost of breaking in a new worker is $100—it often exceeds that—and assume 500 workers in the plant. That means a cost of $5000 a month for labor turnover, assuming that the average duration of employment is ten months. In many factories employing girls the average duration is less than ten months. $5000 a month—just for replacing the operators who quit! What manager would not gladly spend one or two per cent. of that amount in advertising, in the hope of reducing the total cost by a much larger percentage?

Sales contests, as all of us know, consume vast quantities of direct advertising literature every year. A manufacturing contest may be just as useful and interesting a proposition as a sales contest—useful and interesting, perhaps I should add, to the printer and service agency as well as to the manufacturer. It may be a contest to increase production, or a contest to decrease breakage in manufacture, or to secure better quality. In any case the different groups of factory employees are competing against each other, and interest is aroused by offering substantial prizes or inducements, which are then featured through every possible channel, such as letters, calendars, house organ, pay-envelope enclosures and folders.

In a contest of this sort, which we are now conducting in our company, syndicated folders are prepared by the Advertising Department, in Cleveland, and are specially imprinted or individualized for each of our out-of-town factories. The factories, in turn, redistribute the imprinted folders to their employees

A few weeks ago we found Uncle Sam's airplane mail service a "very present help in time of trouble." We had had a quantity of advertising calendars printed for the month of October, and we naturally wanted to get them into our factories on or before the first day of October. Owing to circumstances connected with getting our factory contest started, the calendars were not ready to ship until September 27th. We therefore considerably expedited the delivery of these calendars to our factories in San Francisco, Minneapolis, Chicago and Rhode Island, by sending our packages, containing about 500 small calendars each, by automobile out to the Woodland Hills Aviation Field, from whence the "flying postmen" carried them, in some cases all of the way and in every case as far as the air routes at present extend, towards the cities where the factories are located.

It is a peculiar coincidence that the contest itself is being conducted along the lines of an aviation altitude race, each of our factories being placed up as an airplane, and the whole campaign known as the "CLIMB TO THE CLOUDS." It so happened, therefore, that the shipping of the calendars by the directest of all "direct-mail" routes —in other words directly through the air—was quite appropriate and had a distinct advertising value as well as pulling us out of a bad hole in the matter of delivery.

FLEET STREET LETTER

Demand for wooden houses and paints. Wallpaper industry advertised co-operatively. Some printing difficulties. Extent of Lever enterprises. Interesting full-page newspaper advertisements. Vogue of industrial films. Labor cause would have benefitted by advertising. Interesting comment from Marketing's correspondent in London, England.

By John C. Kirkwood

ONE Canadian product is being extensively and gratuitously advertised in numerous British newspapers, particularly the London *Daily Mail* namely, wooden houses. Hundreds of thousands of new houses for Britain are an urgent necessity, and the Government programme is the erection of 500,000 new houses, at an estimated cost of $1,665,000,000! But brick houses such as have been contemplated, cannot be erected speedily enough to meet the need. Hence the proposal that wooden houses, such as are common in Canada and the United States, shall be permitted to be erected—this in spite of existing local by-laws regulating the particular types of structures which may be built. The Government has come to the rescue, and is sanctioning the house made of wood.

The *Daily Mail* and other papers, in articles, editorials, correspondence and pictures have been booming the wooden house, and incidentally, advertising Canada. Then came an offer from a representative of British Columbia to set up free a specimen wooden house, and this offer has been accepted by the British Government; so it is practically certain that makers of ready-cut or semi-ready wooden houses in Canada will find a ready-prepared market for their merchandise if they can and will export to Great Britain.

Painting-up in the United Kingdom

The wooden house makes both an immediate and a continuous market for paint. I do not know whether Canadian paint-makers have any chance in Great Britain, but one thing is certain; the market for paint in the British Isles is great. For five years little painting has been done. Now, in London, and I suppose elsewhere, everybody seems to be renovating by the use of paint. London's shops in the West End and London's residences are being painted outwardly. The favoured—almost the universal—shade is a heavy cream.

Wallpaper Men Advertise

A moderate co-operative campaign by the makers of wallpaper has been begun. I send you an advertisement indicative of the effort made to speed up and enlarge the market for wallpaper. This campaign has interested me in view of the similar, but more ambitious and extensive, campaign of like sort carried on in the United States two years or so ago, and of the effort made by a certain publication in Canada to inaugurate a distinctive co-operative Canadian campaign.

Paper Scarce in Great Britain

In planning catalogues and booklets in Great Britain at the present time one of the first things to be enquired into is the paper for inside and cover. Your choice from pre-war sample books is likely to be out-of-stock when you place an order, and to get the papers desired, if obtainable at all, means usually a long hunt. Coloured inner and cover papers are the most difficult to obtain, and qualities and weights are found in only limited ranges. If Canadian or American paper-makers could get supplies into this country, there would be an immediate and capacious market at high prices.

LONDON-PARIS EXPRESS AIR SERVICE.

Passengers and Parcels.

STARTING AUGUST 25th
(or as soon as Continental flying is permitted).

DAILY TIME TABLE.

London (*depart*) 12.30 p.m. **Paris** ... (*depart*) 12.30 p.m.
Paris (*arrive*) 2.45 p.m. **London** (*arrive*) 2.45 p.m.

Arrangements have been made for special collections and deliveries at both terminal. Full particulars regarding tickets for passengers and goods from the Head Office of Aircraft Transport & Travel, Ltd., 27, Buckingham Gate, S.W.1 (Telephone Victoria 7912), and from the American Express Co., Queen Street and Haymarket, Thos. Cook & Son, Ludgate Circus, E.C.; General Transport, Ltd., 52, Crutched Friars; J. Jackson & Sons, 7-8, Charing Cross; Henry Johnson & Sons, 18, Byward Street; Lepserial Travel, Piccadilly Circus (Criterion corner), Carter Paterson & Co., 6, Maddox Street, W., and 3, Cannon Street, E.C. and Henri Perou & Co., 98-100, Queen Victoria Street, E.C. The aeroplanes are the Celebrated Airco machines, flying at 100 miles an hour, as used on the official London-Paris and Folkestone-Cologne services.

AIRCRAFT TRANSPORT & TRAVEL, LTD.
(Chairman: Mr. C. HOLT THOMAS.)

London-Paris Air Express

Second Week's Record

			Official Weather Reports.
Monday	Left London	12.30	Patches of low cloud over the whole route.
	Arr. Paris	2.48	
	Left Paris	12.30	
	Arr. London	2.45	
Tuesday	Left London	12.30	Strong southerly wind, clouds under 800 ft. in places.
	Arr. Paris	3.5	
	Left Paris	12.30	
	Arr. London	2.30	
Wednesday	Left London	12.30	Thick fog in the morning. Low clouds and drizzling rain. Misty all day.
	Arr. Paris	2.50	
	Left Paris	12.30	
	Arr. London	2.25	
Thursday	Left London	12.34	Strong south-westerly wind. Very low clouds at times. Bad visibility in England
	Arr. Paris	2.45	
	Left Paris	12.30	
	Arr. London	2.49	
Friday	Left London	12.30	35-40 miles per hour southerly wind in channel. Very gusty.
	Arr. Paris	3.0	
	Left Paris	12.30	
	Arr. London	2.50	
Saturday	Left London	12.30	Mist and haze generally Clouds under 500 feet in places.
	Arr. Paris	2.50	
	Left Paris	12.30	
	Arr. London	2.30	

The attention of Bankers, Merchants, and firms who have houses both in London and Paris is again drawn to the unique facilities offered by this service, which has run throughout the past week without a single breakdown or delay. It permits urgent documents, express goods, or passengers to be transported between London and Paris in an average flying time of 2½ hours. The service is being operated to demonstrate that, with the use of skilled pilots and fast machines, such an express air service can now be run with sufficient reliability to afford a definite, daily convenience to the business world.

LONDON: AIRCRAFT TRANSPORT & TRAVEL, LTD., 27, Buckingham Gate, S.W.1.

PARIS: COMPAGNIE GÉNÉRALE TRANSAÉRIENNE, 118, Champs-Elysées.

Full particulars regarding Rates and Booking can be obtained from Aircraft Transport & Travel, Ltd., 27, Buckingham Gate, S.W.1 or from the American Express Co., Queen Street and Haymarket, Thos. Cook & Son, Ludgate Circus, E.C.; General Transport, Ltd., 52, Crutched Friars; J. Jackson & Sons, 7-8, Charing Cross, and Henry Johnson & Sons, 18, Byward Street, E.C.; Lepserial Travel, Piccadilly Circus (Criterion corner); Carter Paterson & Co., 6, Maddox Street, W., and 3, Cannon Street, E.C.; and Henri Perou & Co., 98-100, Queen Victoria Street, E.C.

These advertisements of a Commercial Air Service were supported by a good deal of free publicity in the British press. The record of service as given, as recorded in the lower advertisement, was followed by similar advertisements in later weeks, and later history has not discredited the initial records.

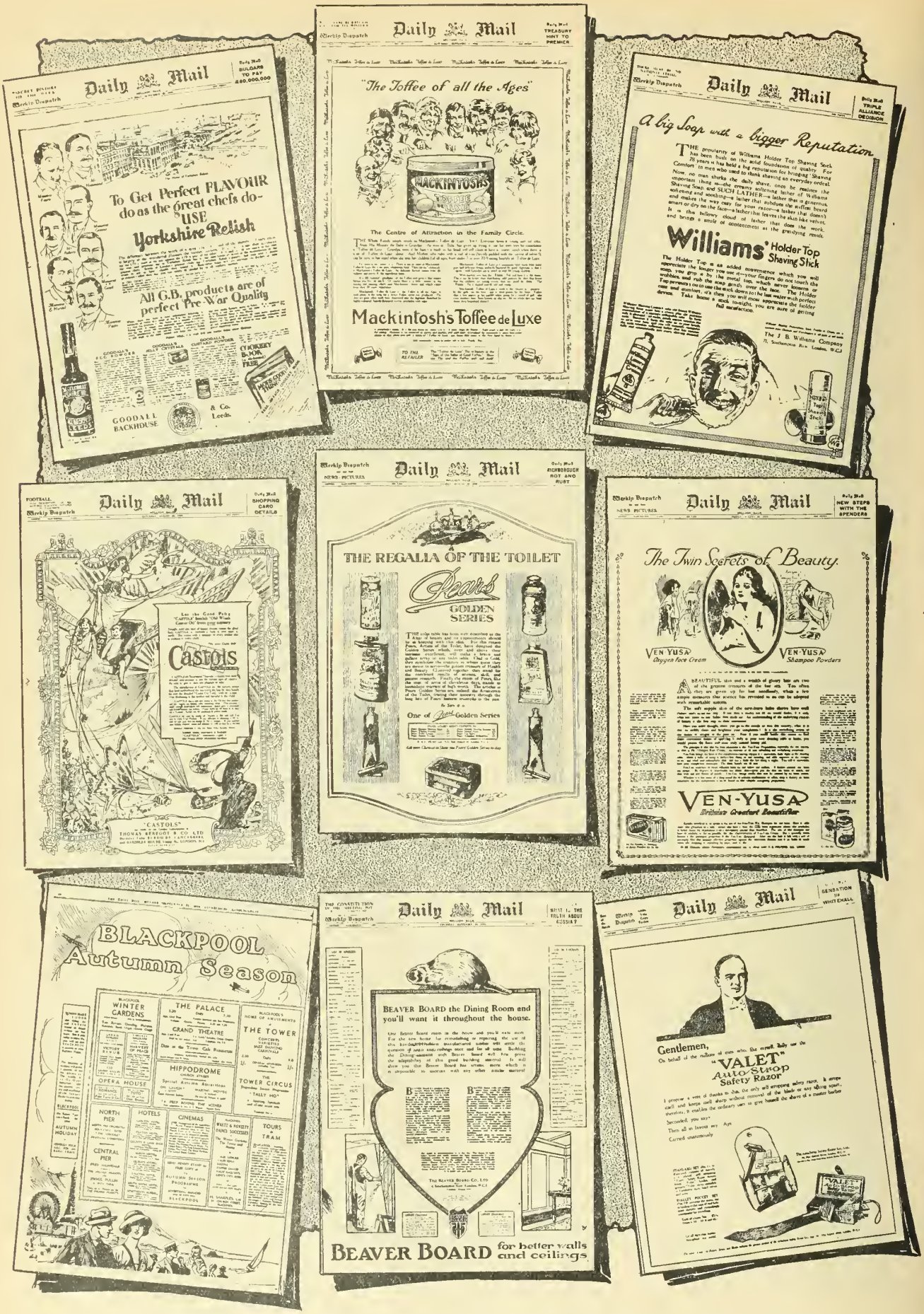
Printing in Great Britain

One's troubles are not confined to paper: they apply to type. What with strikes and shortage of labour, joined to abnormal demand, the type-founders have been unable to provide certain printers' requirements. I have in mind, in particular, accents and other markings called for by French, Portuguese and other foreign languages. Three jobs that I have had in hand were held up for weeks because of inability to obtain these accents and marks.

The printing business in Britain is booming, and the probability is that the pressure on printers will last for years. Pre-war catalogues require re-making, and the accelerated effort to capture or hold world markets means the production and distribution of mountains of printed matter. As an example of what is happening everywhere in this country, I cite the case of one firm doing a world-wide business. Its pre-war publications of the catalogue type totalled quite 12, half of them being cloth-bound books. These are obsolete and require re-making. It will mean a printing order approximating $50,000.

It may be of interest to those who read these epistles of mine to know where orders for printing come from, and where the things printed go. One booklet with which I have had much to do was produced for the Federation of British Industries in eleven separate language editions—English, French, Spanish, Portuguese, Italian, German, Dutch, Russian, Esthonian, Lettish, and Lithuanian, for distribution in the countries where these languages are spoken. Another publication was in Portuguese for a South American visiting in England. Another job is for a South African, and is the story of a wonderful talc mine. Two booklets have been in French for distribution in the Near East. A 510-page catalogue was in French and Greek.

In producing this last-named work, we congested to the limit of ability the translation service of London, and that's "going some". Spare me from ever having anything more to do with modern Greek of a technical or semi-technical sort. Less than half a dozen



The first page of the *London Daily Mail* is daily occupied by a full page advertisement—usually the only full page advertisement one sees in London dailies. The rate is $3,250—considerably more than any Canadian daily asks for a page of advertising. These reproductions show some of the most attractive and interesting of recent advertisements.

printers in the Kingdom are able to set Greek in display type, and those able to translate technical modern Greek are few and far between.

An Interesting Printing Firm

The Greek composition required by us in producing the French-Greek Catalogue referred to, was done in Manchester by a fine firm there, one of the principals of which is a Greek, a man of international and almost diplomatic relations. He took me through a portion of his plant—the lithographic press room. There I saw a great press which has been printing for years a single job—labels for the "The Greys" cigarette. It is a cigarette that I never heard of, not being a smoker, and I think a good many cigarette smokers may have never heard of this brand. Yet its consumption is huge enough to keep a giant rotary press at work all the year round to produce the labels.

In this printing plant I saw some most beautiful and interesting lithographed posters, done in Chinese. It was the art work—the designs—that fascinated me. These posters were for quite 50 British firms, makers of branded merchandise, whose goods are sold in China, where the picture has to be relied upon more than the text, on account of the illiteracy of the people. The original designs were done by an artist in China, on silk, and were veritable art treasures. Then these silk paintings were sent to Manchester for reproduction lithographically. This trade was interrupted by the war, and I have heard that now the Americans and Japanese have equipped themselves to do this profitable printing, and that the Manchester firm's grip on it has been greatly loosened.

Incidentally I learned that the labels one sees attached to textile goods, and which we moderns think crude in many instances, have become so identified with the goods to which they are attached that many foreign buyers re-order by reference to the label, which to them is a picture. It would be disastrous to a firm to change its label. Yet the label is not always a protection to the maker of the goods. The Germans, I heard, duplicated the labels of British textile makers, and competed with British manufacturers marking German-made goods with the British label.

Lord Leverhulme's Enterprises

I am inclined to think that Lord Leverhulme—William Hesketh Lever—is the world's greatest merchant. We associate his name with Sunlight soap, but out of the making of soap have sprung other enterprises. Soap requires oil, and oil comes from whales and other fish, and from the cocoanut. The oil of the cocoanut is also used in the making of margarine.

To make all the money possible from an enterprise, one must obtain the essential raw materials at the lowest possible cost, and must sell all over the earth. We all know how widespread is the sale of the Lever soaps and allied products, and that factories for their making are established in numerous countries; but we know less about the Lever operations in the tropics and elsewhere to obtain raw materials. Here is something taken from a London newspaper of recent date:

Levers Turn to Whaling

Messrs. Lever Brothers, of Port Sunlights, have completed a new and interesting deal which launches them as whale fishers in the Southern seas.

They have just acquired the entire whaling business and outfit of the Southern Whale Fishing Company (Limited), of which Messrs. R. Irvin and Sons, of North Shields and Aberdeen, are the managing directors and principal owners. This company was established by Messrs. Irvin eight years ago, and is the only English firm engaged in the Southern seas whale fishing. It has been very successful in its operations from the commencement.

The fishing headquarters at South Georgia, an island in the South Atlantic, several hundred miles east of Cape Horn, are well within the average limit of the drift ice, and within easy distance of the Antarctic pack ice. A fleet of steamers specially built and equipped for the work, and fitted with a special gun for killing the whales, is engaged in the fishing, under the direct management of Mr. George D. Irvin, of Capetown, a son of the senior partner.

The crews of the vessels are chiefly Norwegians, chosen for their expert knowledge of the fisheries. The principal product is the valuable whale-oil, which is used for the manufacture of soap, glycerine, and margarine, and there are important by-products. During the war the company diverted their oil from the ordinary purposes of merchandise to the manufacture of munitions.

By this latest deal Lever Brothers acquire a first-hand source of supply for material necessary in soap manufacture and also in the production of margarine, which they carry on at their New Gretna works.

Lever Bros. have just acquired the business of the makers of Price's Candles—an old established firm with an immense trade, and those who were lucky to hold shares in the Price Company bought at 37 shillings a year or so ago are rejoicing to-day, the market standing, as I write, at 92 shillings a share.

Levers and the Retail Fish Business

Another Lever enterprise is the sale of fish retail. Fish shops have been opened in various parts of the United Kingdom and more will follow. The legend over the front is "If it swims, we sell it."

This widening of the Lever activities is interesting as being symptomatic of a tendency and practice of other British firms of large size and immense earnings, Vickers Ltd., for example, is made up of many businesses, not all of them being related directly or indirectly to the original business; and one reads, with seeming frequency, of the acquirement of new businesses by this great firm. Another example is that of Explosives Trades Ltd. which is an aggregation of many businesses. Jointly these constituent firms make a very large number of manufactures, many of which have little or no relation to the business of making explosives. At a dinner in London I sat next the general manager of Kynochs, and chatted with him on this tendency of great firms to acquire other businesses of non-related type, and he gave me to understand that it was a profitable method of employing surplus capital.

In America the meat packers are an illustration of the tendency—shall I say temptation?—of firms with colossal capital to acquire other businesses, but, in this case, the businesses are all related to food. In Canada so far as I have knowledge, the practice of rich firms to employ surplus earnings to acquire other and non-related businesses, is rare, if it exists at all. Whether the practice is in the public interest I am not prepared to say. In a former letter I spoke of the same sort of practice on the part of Selfridges and Harrods, the great drapery or department store business, to acquire, by outright purchase, other drapery businesses in other cities.

Full Page Advertisements

I am sending you a batch of full page advertisements taken from recent issues of the London *Daily Mail*, They are interesting because they are the only full page advertisements one sees in London daily newspapers of comparable page size; and because they cost to insert £650 per page. This is the rate—$3,250—for a front page in the London *Daily Mail*; $2,500 for an inside page; $20 for a single column inch. And these rates may be advanced, so the advertising director informs me. Where in America does a daily newspaper obtain such rates?

Re-paper *now* for the Winter

HOME-COMFORT in winter demands something more than a cosy fireside and close-drawn curtains. The whole interior of the house must breathe a spirit of warm comfort and luxurious ease. And it is so easy to obtain these comforts by a judicious selection of wallpapers that it is surprising how seldom people renovate their homes.

But don't wait for winter.

Re-paper now. Your decorator can show you patterns of the new peacetime papers of artistic and tasteful designs at reasonable prices. See him at once, and let him show you how economically you can have your rooms re-papered in the new designs—beautiful in colour and pattern.

Get ready for the long nights you will spend at home. Choose wallpapers that will brighten up your home and make you happier and more cheerful.

Visit your Decorator At Once

British wallpaper manufacturers are carrying on a joint autumn "paper up" campaign in the English dailies. This is something which might be done in Canada by Canaian makers of wallpaper.

BOOT AND SHOE PROFITEERING!

THE increased cost of every article for our daily use is so great that the public generally are beginning to regard the manufacturer, merchant or retailer—either singly or as a body—as Profiteers

These last few weeks it has been argued in the House of Commons (and quite rightly, too) that the larger the number of hands any article goes through before it finally reaches the consumer or wearer, the more subject it is to profiteering.

If that argument is sound, then the logical conclusion is that buying *direct* from the manufacturer, *eliminating middlemen's profits*, is the correct method to ensure good value.

That is exactly the case with "Footshape" footwear. All "Footshapes" are made at the "Footshape" Works, Northampton, and are sent either direct-by-post to the wearer, or supplied through our own Depots in London—no middlemen, no retailers handle them.

The charge for "Footshape" boots and shoes is based on the cost of raw material, over which we have no control. The ever-increasing price of this leather must necessarily enhance the cost of the finished article to the wearer, but the fact is generally recognised that W. Barratt & Co., Ltd., "Footshape" Works, Northampton, are supplying the public with the highest grade boots and shoes at popular prices, free from profiteering, made possible by the direct-from-the-factory service.

We are adhering to the same ratio of profit as in pre-war days—nothing more, nothing less—and our increased expenses are covered by the enlarged turnover created by the exceptional demand for "Footshapes"

If you are interested, send for our illustrated Catalogue (free on request) which will show how to obtain your boots through the post; or call at one of the undermentioned branches in London

Depots 21 & 23 Cheapside E.C.
57 Fenchurch Street E.C.
76 Oxford Street W.
255 High Holborn, W.C.
198 Strand, W.C.

W. BARRATT & CO. LTD.
"FOOTSHAPE" WORKS,
NORTHAMPTON.

Here is a timely topical advertisement—the very sort the public wants. Profiteering is a subject of the most acute interest and concern in Great Britain at the present time, but very few manufacturers have defended themselves from suspicion as have the makers of Footshape footwear.

Going into the Film Business

Charles F. Higham is a London Advertising Agent who knows bow to advertise himself. Through self-advertisement he rose from a copy-writer to hecome, almost at a single hound, a spectacular advertising agent. He used the first personal pronoun singular in a way that offended many, but he got accounts. One of bis daring things was to print the names of the firms wbose business he wanted in a puhlication whicb he issued.

Wben the Associated Advertising Clubs of the World met in Toronto, Mr. Higham was the orator representing tbe Britisb delegation, and he is known to the A.A.C.W. as the donor of a tropby for annual competition. A year ago he was elected a memher of tbe Britisb House of Commons. He advertised bimself into the position. During tbe war be was prominent among British advertising men in puhlicity service rendered the Government in several of its departments. Now Mr. Higham has gone into the film business, having organised a £1,000,000 company. In one of London's higb-class Sunday papers Mr. Higham's views were quoted to the extent of three-quarters of a column. Presumahly trade will absorh him more and more, and the business of running an advertising agency less and less. Cbarlie Higham's career bas heen a bold example of what advertising can accomplisb wben applied to an individual of force and indefatigahle energy.

Film Advertising

Tbe film as a medium of publicity is heing aggressively promoted in Great Britain, and many great industrial plants have had their works and operations filmed. Occasionally one sees in the cinema houses pictures of industrial operations in named plants. Whether or not this presentation is paid-for publicity I do not know.

It is not for sucb sbowings, however, tbat the film-sellers get orders. The arguments are, (1) supply your agents all over the world with a portahle projector apparatus and so make it possihle for bim to give a good showing in tbe customer's office; (2) supply your resident agent or representative witb projecting apparatus so that he may, in his office, demonstrate to calling buyers what he is relied upon to sell; (3) bave tbe facilities for showing films of your business at your own works.

Until recently, and even yet, Great Britain bas been dependent on tbe United States for its films. In all the best cinemas the chief pictures are American, and generally tbey bave been the reels that Americans and Canadians saw a year or two years ago. Now tbere is a great wave of national protest, and the newspapers are eloquent in their advocacy of Britisb-made films, and generous in their accounts of new films. This attention to tbe film busines is not dependent on or related to lavish reciprocal advertising hy the film-showing houses. One does not see in Britisb newspapers any such splash advertising as is carried in tbe Toronto *Star Weekly* and the Toronto *Sunday World* for example. The advertising done hy the picture-houses is usually of tbe classified variety, condensed into half-an-incb space.

Great Britain and Europe, it is claimed, can provide natural backgrounds of the utmost magnificence, and "stars" of unsurpassed ability. Also, it is claimed that the United States and Canada are hungry for Britisb films, for tbe sake of "difference" if for nothing else.

Some British Advertising

I send with this letter some advertisements interesting chiefly for their subject matter. I wish I could have included some advertisements of the railway men putting forward tbeir case in the form of page-space publicity before the public, but there has been no sucb publicity. As I write Great Britain is without a train service, and the whole nation is roused to see brought to a decisive issue the fight between a body of employees and the State. Had publicity been employed—and now tbe lack of timely puhlicity is lamented hy tbe press, speaking for the people—tbe present disastrous strike would bave been averted. As it is, tbe strike is hound to fail, because one of the three essential factors of success is lacking. These tbree factors are:—

1. A good cause.
2. A good organisation.
3. A good atmosphere.

Whatever may be said of the cause and organisation of the railway men it is clear that tbere is absent the good atmosphere necessary for the success of this adventure.

My conviction is tbat employees hefore they strike—and tbis applies to Canada as well as to Britain—sbould put their case hefore tbe jury of public opinion in tbe form of paid-for publicity in powerful newspapers, and signed publicity. If their case is good, tbey can establish it. If it be bad, tben they will find it out. Publicity is cheaper, besides being better, than strikes witb their train of losses and evils.

The Ghosts of the Brain

There is a secret reason wby many a man does not succeed in his business.

Often you will see a man wbo is restless—nervous—unreliable.

Who has no power of concentration and sustained effort!

Who is suffering more or less from indigestion and insomnia!

Who cannot make up his mind!

Who cannot face difficulties and hattle through them!

The cause, of course, is MENTAL. His hrain is haunted by tbe ghost of an event which he cannot forget.

It may be the ghost of a law-suit—
Or the ghost of a family quarrel—
Or the ghost of a grave in Flanders—
Or the ghost of a girl's face—

There are many sorts of ghosts, hut they all spring from a grief or a sin or a wrong or a regret.

Tbere are very few of us, I fancy, wbo bave not seen the flitting of ghost in the corridors of tbe brain.

Tbey are dangerous—tbese gbosts. They cbase many a man into the ahyss.

Tbey must be faced and put to rest by repentance or forgiveness or ambition.

Your Latent Ability

Your latent ability—you bave too mucb of it. And now is tbe time to make it active.

A ton of coal is packed full of latent beat. Tbe heat is in tbe coal, but it is of no use whatever until you set fire to the coal. There is notbing more absolutely worthless tban a ton of coal unburned.

Tbe same may be said of a man. He may be packed full of latent ability and yet be comparatively worthless, hoth to himself and bis company.

The main tbing is to develop your ability. Get it out. Set fire to yourself. My own opinion is tbat tbose who do not hurn in tbis life, burn bereafter.—*Herbert N. Casson.*

Aromint Mfg. Co., Toronto is doing some advertising in newspapers, magazine cover pages in colors and in trade journals to introduce "Aromints," a round candy wrapped in rolls and put up in various spiced flavors to be retailed at 5 cents. Norris-Patterson Ltd., are handling tbe campaign.

Will Advertise Canadian Fish Abroad

The Canadian Fisheries Department has decided to do some advertising on behalf of Canadian fish and fish products in Great Britain, France and Spanish-speaking countries. For years the Government has spent much money conducting advertising campaigns on behalf of the Western provinces and various natural resources, but it has not done much to advertise Canadian fish abroad.

The Government urged the fisbermen to increase production as much as possible, and now possibly feels a certain responsibility in helping them dispose of the surplus.

The Canadian Trade Commission is also collecting information about the market possibilities for fish in other countries.

Little has as yet been done to advertise Canadian fish among the retail fishmongers of England or France, and they are the people whom it is most desirable to interest. The big dealers in England who now import Canadian fisb are usually trawl-owners themselves, and are not interested in pushing the sale of Canadian fisb when they have any catcbes from their own vessels to dispose of. If the retailer was kept informed about Canadian fish through his weekly trade journal, he would in all prohability develop a demand that the wholesaler wloud have to pay attention to.

BRITISH AIRCRAFT MANUFACTURERS COMBINE IN SIGNIFICANT CAMPAIGN

W. B. Somerset of the McKim Agency returns from England with one of the most interesting advertising campaigns on record. Agrees that British manufacturers seem largely indifferent to Canada

AFTER two and a half months' visit to England, during which I called on scores of British manufacturers, I may say that my impression agreed substantially with the article by John C. Kirkwood in the July issue of MARKETING which I have read since my return," said Mr. W. B. Somerset, General Manager of A. McKim Limited, advertising agents, on his return to Canada a couple weeks ago.

"Mr. Kirkwood's statement that the British manufacturers seem prepared to abandon the idea of any selling effort in Canada because they feel they cannot compete with the United States is quite true. I did not content myself with a superficial observation, but took off my coat and did a good deal of hard work with the manufacturers over there, as I was convinced that in no other way could one form an intelligent opinion of the situation.

"The British manufacturer is undoubtedly insular in one regard, in that he cannot conceive it possible that Canadians should not know all about him. He considers himself and his business of worldwide importance and reputation. He takes it for granted that if Canadians do not come to England and insist on buying his goods it is because of a natural perversity on the part of the Colonials and because Canadians prefer to do business with the United States. That Canadians have never heard of him or his product and that there is a real sentiment in Canada in favor of British goods seems to him incredible. The suggestion that he must come to Canada to sell his product strikes him as preposterous.

"The war has shaken the British manufacturer out of some of his ruts, and I was successful in persuading a number of the British aircraft manufacturers to join in an effort to tell Canadians about British aircraft achievements and to spend quite large sums of money in a group effort to capture the Canadian market for Great Britain.

"The plan which we laid before these manufacturers is one which involves several years of effort. It will open during November with a whole sixteen page section devoted to a most fascinating description of Britain's war time achievements in the air and in airplane manufacture, including very interesting new types of advertisements for British made airplanes and flying boats. These will appear in a list of leading Canadian dailies, and be followed later by similar group advertisements in a second list of papers—after which the effort will be carried on by individual appropriations of British aircraft manufacturers.

"During my trip I was also impressed with the fact, as Mr. Kirkwood has several times pointed out, that if Canadian publishers look for any great amount of British advertising in the coming years it will first be necessary for them to convince the British manufacturer of the necessity for it—and I agree with Mr. Kirkwood's conclusion that a joint effort should be made by Canadian publishers. The efforts of any individual Canadian publisher will count for but very little.

"While in England I was greatly interested in studying the efforts being made by United States publications to get British advertising. In this regard our friends across the line are away ahead of Canadian publishers.

"The London Office of A. McKim Limited, which has been more or less dormant during the war because of the export embargo, is being reorganized. Mr. Robt. Houston, well-known in Canada, and formerly English advertising manager of Montreal *La Presse*, who went to England some time ago as special representative for a list of Canadian papers, is now manager of our London, England office."

At the time of MARKETING's going to press most of the airplane advertising Mr. Somerset brought back with him was not yet set up. We are able to show reproductions, however, of a few of the smaller advertisements.

Some of the smaller advertisements to appear in the special aircraft section this month.

AVRO

Aeroplanes and Seaplanes

The AVRO is the training machine of the Royal Air Force.

Over 10,000 AVROS were made during the war.

The AVRO Limousine Three-seater

30,000 passengers have been carried since the middle of May 1919, by AVRO Aeroplanes and Seaplanes at 25 stations in Great Britain. No fatalities. The AVRO is the safe machine.

The AVRO Baby

The little single-seater AVRO BABY with 35 H. P. Green engine won the Sealed Handicap in the London Aerial Derby. June, 1919.

The AVRO BABY will fly 25 miles at 70 M.P.H. on one gallon of petrol.

A. V. Roe & Co., Ltd., 166, Piccadilly, London, W. 1, Eng.
(Code. A B C 5th edition)
or
Capt. Hay, Canadian Avro Co., 65, Prince William Street, ST. JOHN, NEW BRUNSWICK

The Farm Paper

A convenient reference table for advertisers showing the circulation and advertisin rates of the first eighteen farm papers in Eastern and Western Canada.

	NAME OF PUBLICATION	Where Published	When Published	Date of Cir'lation Figures	Prov. of British Columbia	Province of Alberta	Pro Sa
	‡ **Family Herald & Weekly Star**	**Montreal**	**Weekly**	**3-31-19**	**15121**	**16950**	2
1.	‡ Grain Growers Guide	Winnipeg	Weekly	6-30-19	307	19375	2
2.	‡ Nor' West Farmer	Winnipeg	S.-M.	6-30-19	548	14335	2
3.	‡ Farmer's Advocate	Winnipeg	Weekly	6-30-19	716	10372	1
4.	‡ Canadian Countryman	Toronto	Weekly	6-30-19	213	2123	
5.	‡ Free Press & Prairie Farmer	Winnipeg	Weekly	3-31-19	874	6503	1
6.	‡ Farm and Ranch Review	Calgary	S.-M.	6-30-19	2834	16151	1
7.	‡ Canadian Farm	Toronto	Weekly	6-30-19	132	661	
8.	‡ Farmer's Advocate	London	Weekly	6-30-19	133	40	
9.	† Rural Canada	Toronto	Monthly	4-15-19	1101	2420	
10.	‡ Farmer's Magazine	Toronto	S.-M.	6-30-19	644	1199	
11.	‡ Can. Thresherman & Farmer	Winnipeg	Monthly	12-18	119	7305	1
12.	† Farmers' Telegram	Winnipeg	Weekly	5- 1-19	—	2699	1
13.	‡ Ottawa Farm Journal	Ottawa	S.-W.	3-31-19	22	122	
14.	‡ Weekly Witness	Montreal	Weekly	6-30-19	760	1353	
15.	‡ Farm and Dairy	Peterboro	Weekly	6-30-19	404	114	
16.	† Farm and Home	Vancouver	Weekly	10- 1-19	11786	2433	
17.	† Maritime Farmer	Sussex	S.-M.	7- 1-19	—	—	
	Total Circulation in each Province—17 Papers				20953	87205	1
	Average for Seventeen Papers				1211	5129	

‡ A. B. C. figures † Publishers. statements

SUPREME IN THE WEST

Advertising Rate Per Line for Western Edition of The Family Herald and Weekly Star ..... 25c.

PUBLICATIONS	Circulation in Western Canada	Advertising Cost per Line	Advertising Cost per line per 1,000
		Cents	Cents
Family Herald and Weekly Star	65,513	.25	.0038
Next Largest	61,672	.40	.0064
" "	61,083	.40	.0065
" "	35,543	.25	.0070

The Family Herald and Weekly Star reaches one in every 3.3 farms in Western Canada. (1916 Census.)

SUPREME

The figures in t supremacy of the "Fami of the two great trade of Winnipeg.

As a National fa to Coast, the "Family I tisers **twice the circula less than half the cost**

Member A

The Family Herd

MONTREAL,

Canada's Na

(ES

tuation in Canada

Advertisers are invited to write for a detailed analysis showing distribution of The Family Herald and Weekly Star by electoral districts in each Province.

Total Circulation in the West	Prov. of Ontario	Prov. of Quebec	Prov. of N.B.	Prov. of N.S.	Prov. of P.E.I.	Total Circulation in the East	Total Circulation for Dominion	Adv. Rate per line for Dominion	Advertising Rate per line Per 1,000 for Dominion	
								Cents	Cents	
65513	**38659**	**3829**	**9790**	**17629**	**3399**	**73306**	**138819**	**.40**	**.0028**	
61672	449	40	19	27	12	547	62219	.40	.0064	1
61083	654	61	34	38	5	792	61875	.40	.0064	2
35543	302	21	1	7	2	333	35876	.25	.0069	3
3885	24687	2223	401	1451	499	29261	33146	.20	.0060	4
32184	630	35	19	36	14	734	32918	.10	.0030	5
32049	—	—	—	—	—	122	32171	.20	.0062	6
1990	25947	1154	765	165	374	28405	30395	.15	.0049	7
232	27334	1682	403	503	235	30157	30389	.25	.0083	8
8391	18898	847	846	954	201	21746	30137	.20	.0066	9
5417	15958	345	727	1123	233	18386	23803	*.18	.0075	10
23000	188	9	2	1	—	200	23200	.22	.0094	11
21904	—	—	—	—	—	—	21904	.06	.0027	12
402	18336	2060	2	9	1	20408	20810	.08	.0038	13
4935	7200	1651	844	2210	1254	13159	18094	.06	.0033	14
699	12203	1787	640	873	318	15821	16520	.12	.0072	15
14555	87	—	—	—	—	87	14642	.08	.0053	16
—	—	—	4894	3383	468	8745	8745	.07	.0077	17
307941	152873	11915	9597	10780	3616	188903	496844	3.02	.0060	
18114	8992	700	599	674	226	11106	29226	.17	—	

* Minimum rate.

L CANADA

ove prove the absolute nd Weekly Star" in each f Canada—east and west

vering Canada from Coast Weekly Star" gives adver- other farm publication at thousand.

of Circulation.

SUPREME IN THE EAST

Advertising Rate Per Line for Eastern Edition of The Family Herald and Weekly Star ..... 25c.

PUBLICATIONS	Circulation in Eastern Canada	Advertising Cost per Line	Advertising Cost per line per 1,000
		Cents	Cents
Family Herald and Weekly Star	73,306	.25	.0034
Next Largest	30,157	.25	.0083
" "	29,261	.20	.0068
" "	28,405	.15	.0052

The Family Herald and Weekly Star reaches one in every 4.2 farms (exclusive of French) in Eastern Canada. (1911 Census).

nd Weekly Star

Farm Paper

1870)

CANADA.

The Control of Prices

THE restraint placed by the Board of Commerce on the export of sugar from Canada, pending enquiry as to the quantities available for consumption here and as to the effects of the export on prices, is thoroughly justified. In the first place Canada is a sugar importing country. The exportation of sugar can consequently be carried on extensively only at the expense of the Canadian consumer who is obliged to go short or to pay excessively high prices for supplies. In the second place the exports afford evidence of a control of sugar supplies by private interests so complete as to enable the quantities available to be diverted, regardless of Canadian needs, to whatever purchases will pay highest for them.

In many other directions competition has been virtually eliminated. Producers and dealers no longer compete; they exercise control over prices by withholding supplies, and even by refraining from production, until an artificial scarcity enables them to sell at their own figure What competition goes on is between the consumers who are compelled to bid against one another and thus provide to large profits for the holders of stocks. The fact is not that the law of supply and demand has broken down but that the conditions under which it is applicable no longer exist. Demand is free, and on the buyers' side competition reacts on prices. But supply is no longer free and competition between sellers has almost ceased. In this condition the price is determined by one set of interests to the detriment of the other. Hence arises the necessity for protecting the consumers by controlling prices.

The conditions existing during the last four or five years have greatly assisted the growth of trusts and combines. New industries had to be created, and those existing had to be controlled temporaly for war purposes. The organizations of manufacturers and traders required to direct national industrial effort into the channels where it could be of the greatest utility in winning the war form so many trade combinations which can now be utilized for private gain. This accounts, in part at least, for the growth of what is called profiteering. It means, also, that oversight in the public interest of trade organizations and associations is more than ever necessary. The consumer who is ignorant of the larger trade processes and conditions and who finds it impossible to follow the complexities of trade on the modern scale, must be protected from the effects of self-interest and rapacity reinforced by these organizations. The trust had become a formidable engine for the amassing of profits before the war; it is still more powerful to-day. Unless it can be prevented from using its powers malevolently the social and political effects of "profiteering" will be disastrous.

The Board of Commerce in Canada, and the similar bodies which are being set up in other countries, must exercise that control of prices which this new development necessitates. The basis of any given price to the consumer ought to be the cost of production and distribution plus reasonable profits. Where a shortage of any particular commodity in other countries confers upon the producers and exporters the ability to raise prices abroad they ought not to be able to penalize the home consumer and to unduly raise prices in the home market. They cannot be allowed to play off foreign requirements against the home demand; they should be compelled to satisfy home requirements before selling to outsiders. Not only must prices be maintained at a level comensurate with the actual costs plus reasonable profits, but it must be made impossible for the home consumer to be deprived of essential supplies because higher prices can be obtained by export; nor must the threat of such deprivation be used to extract an extortionate price from the home purchasers.

While producers and traders competed amongst themselves for the privilege of satisfying the demands for their goods, prices were fixed naturally by a process which took no account of all the factors involved. Producer and consumer both knew that the free play of supply and demand resulted in fair prices. Now that supply is controlled, or can be controlled, by those whose function it is to produce and distribute the good needed by the people, all of whom are consumers, control of prices must for the time being be undertaken by an impartial authority. Control of prices, and the maintenance of those already fixed after inquiry, must persist until either competition again exercises its benevolent restraint on self-interest or the consumers create for themselves organizations and agencies which will counteract the influence of trusts, combines and associations of traders, formal or informal, upon prices.

The evolution of commerce and industry has brought about various industrial and commercial modifications which are to-day producing evil as well as good results. The forces and conditions which have given them existence are world-wide in operation and extent. It is useless to fulminate against them or to expect the hands of the clock of progress to be put back. But it is possible to protect the public from the abuse of these natural developments in trade and industry and to secure that the consumer is treated fairly. This is the function of the Board of Commerce and the object of recent legislation in other countries. Some guarantee is required that prices are fair and that the operation of "big business" are not detrimental to the public interest —Editorial in Winnipeg *Free Press*.

❦ ❦ ❦

A. D. Thurston has severed his connection with Southam Press Limited to take the position of Plant Superintendent with the Ontario Reformer Publishing Company of Oshawa. Mr. Thurston has been a member of the Southam organization for the past twenty years. For ten years he has had charge of the Service department of Southam's Toronto office. Mr. Thurston is one of the best known men in the local printing fraternity and will be greatly missed by his many friends. Stewart Hughes who is taking Mr. Thurston's place at Southam's is recently returned from Overseas, and was assistant to Mr. Thurston for a number of years.

❦ ❦ ❦

We hear that a new magazine for French-Canadians is shortly to appear from the plant of La Patrie, Montreal.

SOME POSTERS USED IN THE FINAL VICTORY LOAN CAMPAIGN

The critically inclined will pass up most of the latest Victory Loan posters as not being posters at all, but merely coloured, some illustrated, bulletins. The text is pithy and suggestive and the appeal practical rather than patriotic. Numbers one and four of the above were also used in 24 sheet size on the billboards. The success of the loan seemed likely to exceed all expectations when Marketing went to press.

STIMULATES SALES FORCE BY MAIL

Using the mails to keep in touch with the salesman profitable if tactfully and persistently followed up. Part of an address before the recent Direct Mail Association Meeting

By E. Lyell Gunts

THE salesman who approaches a prospect without knowing the "last word" in his firm's advertising plan is stepping into the enemy's country with his eyes blindfolded.

Where the sales force is widely scattered, as is bound to be the case in practically every large organization, it is physically impossible to collectively discuss with those men, changes in or additions to the advertising which is planned to appear and second only to the goods he has to sell, there is no phase of a salesman's entire proposition upon which he should be more completely posted.

There is but one way to reach these men at such a time, and given them, in proper form, the facts they will have to know in connection with the advertising of their products. I refer to the Direct Mail Way.

The style of presentation may vary, to meet specific requirements—but, as a general rule, there is no form more easily understood by both salesman and prospect, or more practical from every standpoint, than the advertising portfolio.

This may contain an outline of the campaign—a schedule of media and appearances—proofs of advertisements—photos of window and store displays, paper and paint work, car cards, as well as original copies of supplemental literature.

To merely unload upon an unsuspecting salesman, a portfolio of this or any of the usually accepted types, without some personal word of explanation, would be futile indeed.

Personal letters, from the sales manager, written in a way to show that he understands conditions as they are in the territory of each man, individually, must be sent, a little ahead of the portfolios, if possible.

These letters must sell the salesman on the value of the advertising to the man the salesman calls on, himself, the advertiser, and the consumer. He must know the policy, the motive back of the campaign—he must be ready for any questions which may be volleyed at him.

Ordinary letters, form letters, circulars won't do, salesmen are human—they want to know the "house" appreciates what they are up against and takes enough interest in them to consider each case on its own basis.

Aside from the use of direct mail advertising in merchandising the advertising to the men on the road—it offers practically the only solution to the problem of keeping those men "gingered up."

The average so-called ginger letter contains about as much ginger as "near beer" does "kick" and has relatively the same non-stimulating effect on the man who is supposed to read it.

A certain amount of inspirational stuff has its place in any well planned ginger campaign—it is the necessary flavoring in the pudding—but such a campaign must not be all flavoring.

Generalities won't do—they don't help men sell goods. The salesman who has had two weeks of small towns, fireless hotels, cold shaves, cold coffee and colder prospects can't be all "het up" by reading a letter telling him that the firm he's working for is the eighth wonder of the world and the boss loves his dear salesmen and hopes their sales will mount skyward.

What those men want is timely facts about the product they're selling—about the records of their fellow salesmen elsewhere on the road—about the methods they are using and the arguments that really "bring home the bacon."

Just consider for a moment that about 60% of the success of every advertising campaign depends upon the enthusiasm of the sales organization and you will realize the necessity for close study, on the part of both the sales and advertising manager, of the real conditions confronting the men on the road, and the 100% efficient way of keeping their enthusiasm at the boiling point—all the time.

The direct mail way is the only thoroughly practical way, but it isn't the quantity or frequency of the mailings which counts—it is the things you say and the way you say them.

There is nothing more vitally interesting to an ambitious, hustling salesman than a letter or an article telling how Bill Jones made good—that Tom Smith cleaned up $1,000 in commissions in thirty days and just how he got away with it.

If the use of such stories is part of a definitely planned policy on the part of the sales manager, they can be used in direct mail matter to salesmen for the purpose of instilling a spirit of competition between the salesmen—prizes for high records can be offered with the additional inducement that every prize winner is given honorable mention in forthcoming ginger letters. There isn't a man living who doesn't like to be glorified occasionally—there isn't a worthwhile salesman, who, after reading of the honors won by a fellow road runner would not say within himself that the lucky boy had nothing on him and then proceed to either equal or exceed the prize winning score.

It is for the purpose of properly and regularly carrying out such a policy, that the House Organ is or should be used and it should be what its name implies, a house organ—not a mere "mouth organ."

It should be the medium through which the real personalities of the sales force may be aired, dissected and analyzed for the benefit of the balance of the group and for the stimulating effect produced upon the man, who, by honest-to-God effort has won his right to a place in the sun.

♣ ♣ ♣

Advertises to Help Loan.

One of the most attractive of the series of advertisements for Fry's Cocoa was adapted for use in connection with the Victory Loan advertising, and in co-operation with the campaign, the Fry people are giving it two insertions in their entire list of mediums, while newspapers are offered the use of the plate for any additional insertions they may wish to give on their own account. The copy is almost entirely made up of a picture of a cunning youngster, sitting on a chair, the original wording "Oh, dear, I wish Mother would make me some more Fry's Cocoa" being adapted to read, "Oh, dear, I do wish Father would buy me some more Victory Bonds."

Lowering Sales Costs

"MARKETING'S" offer of $500 in awards for the best articles dealing with Lowering Sales Costs is still open, and manuscripts will be received until November 30th, at which time the competition will be definitely closed.

It is hoped that all articles received can be considered in time to make the announcement of the awards in the December issue.

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS
With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 15th of each month
W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 20 cents.
ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 11 NOVEMBER, 1919

PROTESTING THE SALESMAN'S SALARY

"Didn't take the salesman half an hour to sell me that car" remarked a business man the other day. "And he gets a commission of at least $150 for the sale?" we queried. "Of course," he answered. "Well, didn't you protest to the Company?" we asked. "That comes out of your pocket, and the time and skill involved in your half-hour bit of business scarcely warranted this expense."

"Why no, I didn't protest," he came back, doubtless wondering where we got such an idea. "Why should I? That may be one of less than a score of such sales that salesman will make in a year. His actual sales may account for only a few weeks of his time, but he's working for his Company every day for fifty-weeks in the year—so that his year's earnings, in relation to the amount of work he does for his Company, are not excessive, and represent a necessary and warranted expense to the firm. Naturally this must come out of the pockets of those of us who buy. I suppose we really pay for all the work these salesmen do which does not result in sales."

No he didn't say exactly that, but it fairly represents the substance of our discussion. It did not seem unreasonable to him that the expenses of a selling staff, necessary to insure a steady flow of business, should be included in the cost of his automobile. He wouldn't think of asking that any part of the amount should be deducted from the price of *his* car, just because it took only half an hour of the salesman's time to attend to his order.

Had we told him that the manufacturer of his automobile protested to publishers against having to pay the advertising agent's commission "because it takes so little of their time to attend to our business he might not have thought *that* so strange. Because he may himself be one of those advertisers we occasionally hear about who nurse this peculiar idea.

Publishers are the employers of advertising agents as general solicitors of business. Their services are valuable to the publisher as business-getters, business-developers and as a convenient, economical cooperative means of rendering a desired service to their advertisers. The cost of the selling and service organizations thus maintained is borne by all publishers proportionate to their volume of business—and is of course included in the selling price of their space. It may fairly be said that the advertiser pays for it whether or not he wants it or takes advantage of it. Just as the automobile buyer pays for selling and service expense, whether he walks into headquarters, unsolicited, with the cash in his hand, or some salesman spends a month or more getting his order and teaching him to drive.

Doubtless the cost of motor-cars would be reduced if all makers of cars were to cooperate in maintaining joint selling and service staffs in the different centres—as do publishers, thereby keeping the cost of their selling and service organizations down to an exceptionally low average. If it takes little time to attend to the order of one customer, there are others who take a great deal of time, and still others who are given time and attention, but do not order. It may seem unjust to the buyer whose order is easy to handle, but no more so in the case of advertising buyers than to buyers of motor-cars, washing machines, mattresses or machinery.

The cost of advertising is kept down by the way in which publishers share cooperatively in the expense of maintaining selling and service staffs, generally known as advertising agencies. There seems no reasonable ground for the protest of some advertisers against "paying the commissions these agents get"—even less than there would be in a buyer of anything else objecting to a salesman getting a commission or salary on his order simply because it was easily secured.

Possibly this way of looking at it has not occurred to some of these advertisers.

PAYING TRIBUTE TO THE UNSEEN

It is surprising the number of business men who seem quite unconcerned about what they get for their money so long as it can be charged to advertising. Other bills coming into the office are carefully checked, often rechecked, to show that the goods paid for have been delivered and are as represented, but for some strange reason these business-like precautions are ignored when the "goods" are labelled "advertising."

Montreal seems infested with the publishing pests who prey on patient and trusting persons in the position to pass out advertising contracts with the vaguest, if any, notion of what they are going to get for their money. These pests persist because the conditions which breed them continue to exist. If due precaution was exercised by every business man in buying advertising, as it is when he buys everything else, these easy money grafters would soon become discouraged. In many cases, however, they get every encouragement. It must be that some business men enjoy the trance into which these spiritualistic sort of mediums put them.

Numerous Montreal firms have been patronizing some sort of "Baby Book" to promote the welfare of babies. Advertisers are told that 25,000 copies were issued last year, while this year's edition will be 40,000, when they thought to ask for some information. Yet we were told by persons who had made a few inquiries that less than 500 copies were actually printed. If this is the case, the Babies' welfare may be better looked after than the advertisers'. It is understood the same interests are promoting an Engineers' & Railroad Men's Souvenir—a type of publication which seems to have a strong appeal with advertisers who go in for this sort of thing.

Another publication which has come to our attention during the past month is one issued under the name of the Canadian Army Medical Corps, in Toronto, which has been soliciting and getting advertising from a great many firms. It claims to be the recognized organ of the Army Medical Corps. Yet Major-General Fotheringham advises that this statement and the title are incorrect and unauthorized, and has warned the publishers that unless they cease representing their publication as having any official connection with the Army Medical Corps or the Canadian Army Medical Corps, legal proceedings will be instituted. Yet, scores of advertisers have gone into this publication without making any attempt to verify the representations made. The same publishers are said to be interested in a new publication under some such title as "A Bulletin and Builder of Greater Canada." Enquiries made at the office of the publishers for particulars brings the response that "it is none of your business."

The man who is waiting until he can afford to advertise may never be able to afford it.

TRAILING THE TRADE PAPER

Speaking of mediums that deal with the unseen and take our minds away from earthly things, reminds us that there are also some practical trade papers which refuse to discuss such material matters as "circulation." They collect hundreds of dollars a year from each of scores of advertisers for "advertising space," yet these advertisers do not seem awake to the fact that what they ought to be buying and getting is "circulation."

Advertisers who are very fussy about the circulation figures and methods of newspapers, magazines and farm papers—demanding the most detailed information as preliminary to their consideration—will sign up for 52 pages a year in some of these trade papers without any insistence on knowing even so much as how many copies are printed. It speaks volumes for the persuasive powers of such publishers that some advertisers, when this situation is pointed out to them, say "well, we have to use these papers anyway."

When you give an advertisement to a trade paper, or any other publication, you should be concerned about getting something more than a certain amount of "space in the paper." Space in the paper may be measured and the bill thus checked—but if you get space in only the few copies of the paper you may see, are you getting your money's worth?

Actually, you are paying for the printing and *circulation* of your advertisement in a medium which is calculated to bring your announcement to the attention of a *certain number* of people you want to reach. Too often the *number* is *uncertain*—and no bill for advertising should be passed and paid so long as there is any reasonable doubt about the actual circulation, or number of copies circulated.

Nor are round numbers quoted by the publishers enough. Not that his honesty need be questioned. Does your word, or your accounting department's assertion, that certain moneys were paid out or received or deposited, satisfy your auditors? No, they demand records substantiating the statements you have preapred.

So advertisers are demanding certified statements prepared by qualified auditors, showing the numbers of copies printed and circulated of all publications carrying their advertisements. Any advertiser who fails to insist on this—in the case of *every* publisher—is not properly guarding the expenditure of his advertising appropriation. He encourages unbusiness-like methods, encourages those who would deceive or defraud him. For the publisher who withholds or fakes this information has no other purpose than to deceive.

Do you know the actual average circulation of all the trade papers which carry your advertising? How much longer will you make contracts or pay your bills in ignorance of what you are getting for your money?

The man who makes mistakes is not so much to be censured as the man who won't see them.

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR OCTOBER, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	5	720	99,193	10,287	56	109,836
Farmers Advocate (London)	5	720	73,584	12,998	81	86,666
Farmers Advocate (Winnipeg)	†	720	....	....	...	....
Nor'West Farmer	2	720	53,137	5,428	504	59,069
Canadian Countryman	4	700	50,035	3,225	70	53,330
Farm & Dairy	5	700	41,623	5,919	...	47,542
Farmers Magazine	2	700	41,205	638	213	42,056
Canadian Farm*	5	792	39,028	3,075	170	42,273
Farm & Ranch Review	2	720	37,502	6,108	445	44,055
Maritime Farmer	2	672	27,285	1,976	1,135	30,396
B.C. Farmer	1	420	6,750	154	168	7,072
Ottawa Farm Journal	9	2,432	111,986	6,635	5,445	124,066
Family Herald & Weekly Star	5	940	112,956	304	4,804	118,064
Free Press Prairie Farmer	5	1,180	45,733	1,900	8,318	55,981
Farmers' Sun	5	2,400	43,748	1,532	3,192	48,472
Montreal Weekly Witness	4	2,110	19,367	135	2,183	21,685

*Does not include mid-week Market Supplement.
†Issues not received.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR OCTOBER, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	43,776	1,312	61½
Canadian Home Journal	1	800	29,260	434	37
Everywoman's World	1	800	28,118	2,175	37¾
Canadian Courier	2	728	20,110	632	28½
Western Home Monthly	1	720	20,055	2,178	33
Canadian Magazine	1	224	15,483	742	72
World Wide	4	636	7,044	....	11

Get Your Goods to Ca
the Farm Papers

Business Was
In the West---

If You Desire Further Information Write Any of These Journals--- or Ask Your Advertising Agency

The Farm Papers of Western Cana

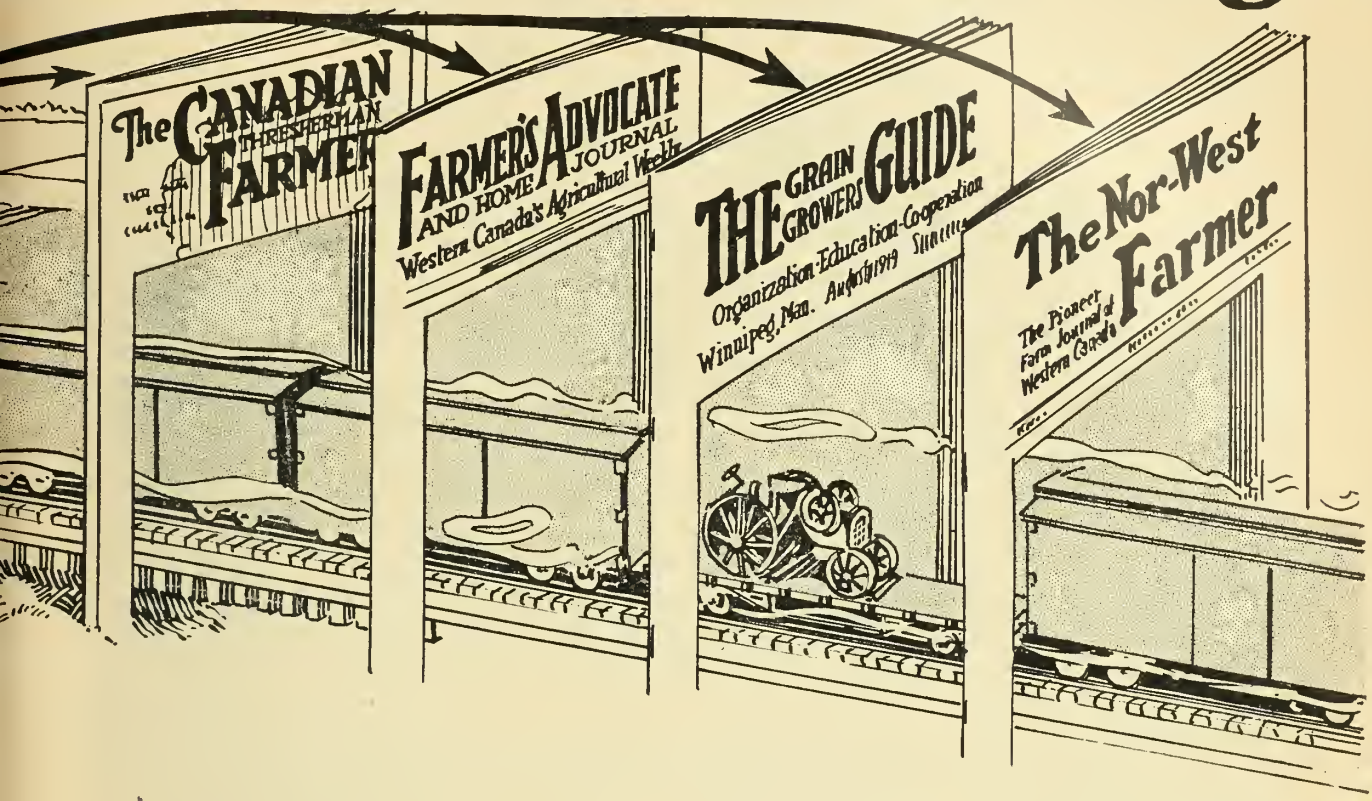
"Farmer's Advocate"
(Weekly) WINNIPEG (Member A.B.C.)

"Grain Grower's Guide"
(Weekly) WINNIPEG (Member A.B.C.)

"Nor'-West F
(Semi-monthly) W
(Member A.

"Canadian Thresherman and Farmer"
(Monthly) WINNIPEG (Member A.B.C.)

n Customers Through



ever Better

The Prairie Provinces of the West have just marketed a Two Hundred Million Dollar (approximate) crop---yet with all this wealth the West faces a shortage of food stuffs---clothing---machinery---building material, etc.

This is an easy market for you to cultivate---It responds quickly to invitations to buy---It is progressive enough to appreciate new ideas, and to realize that not low price, but "quality" is the standard by which to judge the goods it needs.

If you are concerned about the future of your business make it a point to get full information about this wealthy, growing market.

BUSINESS PRESS IN NATIONAL ADVERTISING CAMPAIGNS

Here's some straight talk to publishers of trade and technical papers which will give many advertisers a new point of view towards the business press. "Let the business papers advertise themselves" says an advertising expert, in address before annual convention of the Associated Business Papers

By R. R. Shuman
President, Shuman Advertising Company, Chicago

THIS topic covers so much ground and is susceptible to so many interpretations that, to forestall "scatteration," I will begin by staking out a little "claim" and building a fence around it, my "fence" will be build of *definitions*.

The Business Press is, itself, so broad in scope and so varied in activities, that I will, arbitrarily, sort it into three groups:

1. The *trade*, or retail merchandising group.
2. The *technical*, or engineering group, appealing mainly to shop men.
3. The *general*, executive and vocational group, appealing mainly to the "front office."

And the phrase—a "National Advertising Campaign" may mean so many different things, that I must—arbitrarily, again—limit my discussion of it to typical campaigns that will serve to illustrate the underlying fundamentals of all nationalized advertising.

We will therefore study the nationalization of

(a) A line of soaps.
(b) A passenger automobile.
(c) A motor truck.
(d) Shop tools and supplies.

Marketing a Line of Soaps

Let us begin, then, with a campaign whose purpose is to introduce a household commodity—that might be sold through a variety of retail channels. Say it is a line of soaps—toilet, laundry and mechanics' soaps—toilet soaps selling mainly through the drug stores, laundry soaps through the grocers, mechanics' soaps through the hardware, auto supply stores, and mill supply houses, and all three groups through department stores, general and dry goods stores.

We have a big job before us—the job of building up a consumer acceptance among practically the whole population of the country, for a group of products, each of which will be met with strongly-intrenched competition.

Where does the "trade paper"—the dealer paper—belong, in such a campaign?

Ask the average advertising agent this question; and he will tell you frankly that it doesn't "belong "at all that he has no time or money to waste on a pack of beggars, and that he'll take care of the dealers, all right, all right, by double spreads in the "Universal Trade Paper" at twelve thousand dollars a throw. He will recite a lot of second-hand "testimony" about the dealers "demanding" that kind of "help" before they will stock any new goods; and will indulge in the familiar sophistry that the only way to introduce a new commodity is by reaching both dealer and consumer—simultaneously—through mediums of general circulation that *both* read.

I grant that, in this soap campaign, the media of general circulation are valuable and necessary, and can be used, at the right time, wastelessly on a commodity of universal consumption.

But I hold that the *right time* to use the general media is after the soap is on the merchants' shelves; and that the best way to put in onto the merchants' shelves is by a vigorous and sustained campaign in the Dealer Trade Press.

My campaign for introducing such a line of soaps would be as follows:

(A) Full page run in the drug, grocer, dry goods, hardware, automobile and other *dealer publications*. My talks to the dealers reading these publications would be very largely devoted to announcing how we were going to create a consumer demand—national and local to *help* the dealer; and how his profit margin and his quick turnover would make this a very desirable line.

(B) Standardized *local newspaper* campaign, in which (except in the largest cities) the dealers names would be printed at the bottom of each of the larger pieces of copy.

(C) Full page campaigns in media of large general circulations timed to begin long enough *after* the opening of the Dealer "drive" to permit of first stocking up a large enough *percentage* of dealers, to make the general consumer advertising effective.

(D) Collateral local campaigns, in communities where dealers have been secured, in motion picture theatres, billboards, urban and interurban cars, etc.

(E) Signs and displays for windows—and for inside the store—to connect up the local newspaper and other consumer advertising with the stores handling the goods.

This program makes the Trade Press the advance-guard, the way paver, the door opener for the jobber salesmen or the soap company's salesmen, or both.

It reduces introductory dealer selling-costs out of all proportion to the small investment involved, by converting dealer resistance to interest, and interest to desire-to-buy.

It does away with the vast waste involved in creating a consumer demand for a product before the goods are obtainable in their home town by the consumers interested.

And it should be made clear to manufacturers that, until they have won over the *dealers* subscribers and gotten their goods on store shelves, their money will be spent in stimulating the sale of competing products that are on those shelves. Because trade paper readers are the *intelligent* dealers—the real business men, whose advice about any commodity carries ten times as much weight with their customers as countless pretty ads in countless consumer publications.

These manufacturers should know that these dealers have been taught, also their clerks, that their first duty is to sell the goods they *have*; to simplify, rather than multiply their lines, and that training and experience have taught them, and will continue to teach them that "substitution" is not only not a "crime" but a cardinal merchandising *virtue;* a test of true salesmanship ability; the merchants' greatest protection against the bankruptcy which inevitably follows a too-easy surrender to the clamor of temporarily-stimulated consumer-demand and the consequent lumbering of shelves with heterogeneous assortments of slow turn-over goods.

And if the manufacturer (and his advertising agent) begins to curse this as a "dangerous doctrine" let them consider whether they prefer selling their goods to successful merchants, who can pay for them, or to failures whose bankruptcy will throw them back on the jobbers' hands, or into the clutches of cut-rate birds-of-prey who buy up bankrupt stocks and demoralize prices when they sell to the public.

The trade press can go to the soap maker (and his advertising agent) not as a suppliant for his august favor but as representing a *power* that must be reckoned with—a power that can win for him the intelligent and willing co-operation of the merchants who hold the fate of their soaps in their hands; who buy what they will and where they will; and can sell only after they buy; who are case-hardened against the old-style coercion of the consumer-bludgeon; but who are open-minded and ever on the alert for good goods that are merchandised in a way that will give them a proper profit and a speedy turnover.

Shop papers, too, that are read by men with dirty oily hands and faces, have a legitimate *consumer* appeal to all soap companies that make mechanics, soaps. This consumer appeal is two-fold—retail for the individual reader, and wholesale for the manufacturers who buy in case lots for factory consumption.

Now let us pass from the nationalization of a universal commodity of low price, to a commodity of relatively

- WINNIPEG - AND WESTERN - GROCER

A Semi-monthly Issued on the 1st and 15th at Winnipeg, Man., Canada.

Is exclusively a WESTERN JOURNAL covering North Western Ontario, Manitoba, Saskatchewan, Alberta and British Columbia. It reflects the Spirit of Western Enterprise and Optimism and is the only Independent Grocery Trade Journal Published in Canada West,

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL

reaching the Grocery and Allied Trades

IN WESTERN CANADA.

It is read regularly by the leading specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores, Buyers in the Wholesale Grocery and Fruit Houses and their Travelling Salesmen.

PUBLISHERS:

Jackson Trade Publishing Co.

HEAD OFFICE: - McINTYRE BLOCK, WINNIPEG, CANADA,
BRANCH OFFICE: - DOMINION BLDG., VANCOUVER, CANADA.

Representatives at: Toronto, Montreal, London, Eng. and Glasgow, Scotland

restricted use whose price is relatively high.

Automobile Campaign

Let us hold our "clinic" on a *passenger automobile;* though a piano, a piano player, a victrola, an electric washing machine, a household heating system or any other "quality" product, costing several hundreds of dollars would fit into the conditions almost equally well.

For the place of the business paper in such a campaign—including all three groups—is one that is predicated wholly on the large average *buying power* of the subscriber, either as a dealer, or as an *individual* and the head of a family.

Say Dodge Brothers had made it known that they were looking for new worlds to conquer, on a new car that cost a little more than the present line, as well as on their old ones.

What has the business press to offer them?

In the first place, the dealer campaign that I have outlined for the soap company should be followed, in all dealer publications reaching the class of business men who are most successful in selling automobiles. And, as in the soap campaign, the copy in these dealer publications should be distinctively dealer copy, devoted mainly to telling the dealers what Dodge Brothers are prepared to do *for them* and educating them and their salesmen in the best methods of selling Dodge cars.

The claim is twofold:

1st: The high average buying power of the individuals who subscribe for and read the business press. For, the men who are on their subscription lists are the only prospects outside of the farmers (and farm papers are really trade papers) who now own or can buy automobiles.

2nd: The utility of the Dodge cars for salesmen, trouble men and other employees; with arguments in favor of the purchase of these cars by the employers, for use by their employees.

Taking both angles, I would not be afraid to assume the responsibility of marketing all the cars that the Dodges could build, by a campaign that would be limited to the business press—including the agricultural papers—aided by enough women's publications to make it easier for papa to sell to mamma and her critical daughters; for the "short-legged race" has quite a lot to say about the selection of a passenger car, nowadays.

I would use such of the trade papers as reach employers—captains of trade and industry—for exploiting the new high-priced car for personal use, running occasional pages on the subject of "fleets" of runabouts for company use.

And, the media that reach small merchants, small manufactures and prosperous employees would be used chiefly in advertising the less expensive models—for personal as well as emergency business use.

I would talk to each group of prospective motor car buyers in the language of their own calling or station in life.

And think what a "story" such a campaign would make for the advertising pages of the automobile *dealer* publications! And what interest it would create among the dealers—present and prospective!

Yes, indeed, the business press has a real message for the builders of passenger automobiles, and countless other things which only prosperous men can buy; and some day, wide-awake manufacturers of such things will dig up the gold that lies just beneath the surface of their combined subscription lists.

Motor Truck Campaign

If what I have said be true of a passenger automobile how much more true it must necessarily be for a motor truck!

For a motor truck is a piece of plant equipment, bought as a tool for delivering economical and speedy transportation.

So much is this true that I hold that a truck manufacturer who does not put his first and chief dependence upon business publications has thoughtlessly permitted himself to be blinded by the mistaken traditions—or the self-interest—of his advertising counsellors.

And I see the day, not distant, when all business publications will carry full pages and double page campaigns of all the far-seeing truck builders of the country; a day when the failure of popular media to sell motor trucks will be so patent to all, that the agent who advises their use will by that act, confess that his own convenience, his itch for big commissions easily earned, and not the interest of his client, is back of his advice.

About the only exception that I would make to this general rule is the farm paper and the judicious use of local newspapers over the dealers' names. This use of local newspapers I look upon as a logical tie-up between the dealer and the prospects who have already been won over by the ads in the business papers; and, while it involves a large element of waste circulation, the newspaper rates are so low as to constitute an economical method of notifying all readers of all business papers in any community that the truck they have been reading about in those business papers is on sale by the dealers whose names appear at the bottom of the local newspaper advertisements.

I have staked my reputation as an advertising man, and as an *honest man*, not afraid of hard work, on just such a business journal campaign for the Mutual truck. And I am now very glad to tell you all that results already secured have fully justified this revolutionary step.

Not a dollar's worth of advertising is going into any other class of publications than the business press, followed later by local dealer campaign in the local newspapers. We are reaching the *real truck buyers of America* and as soon as we shall have secured the necessary dealer distribution, through the bold use of dealer publications, you will see Mutual trucks at work in every corner of the country where there are business men far enough advanced in business sense to put ultimate value above first cost.

At that, we are working at a fearful disadvantage compared with the opportunities that these papers offer to old-established truck builders; because we are, as yet, limited to promises as to what the Mutual truck *will do* while *they* could publish photographs and data as to what their trucks have done and are doing, in each of the varied industries and callings that read the Business Press.

And when the time comes that we have such performance-records behind us instead of before us, I will show you the real meaning of the phrase "Intensive Advertising" that appears on my company's letter heads.

Why do not all truck companies capitalize the performance-records of their trucks in specific fields, through the advertising pages of the business papers in those fields?

Simply because man is a lazy animal; for it requires time and effort to secure such data and it is a formidable task to write different copy for each group of publications. And this task is further complicated by the great diversity in the type-page size of the publication in each field.

Right here permit me to venture the statement that the business press will never secure a satisfactory measure of advertising agency acceptance until this barrier of odd-size pages is swept away; and that the day is not far distant when concerted action on the part of the agencies will make it necessary for all publications in each group to standardize their type pages.

When that time comes, the agencies can schedule a sufficienty large "list" of business papers in each group to make their service-free or commission-returns from each such list pay for preparing special copy and plates for each group.

And, by the same token, the movement toward a standardized rate card for business papers will be of great benefit in securing agency favor and business.

Though the allowance or the refusal of adequate commissions to advertising agencies has some bearing, especially in the minds of the smaller and the narrower agencies, I believe that the big and important steps toward the habitual use of business papers in national campaigns are:

1. Indisputable proof of circulation claims.
2. Uniform page size of groups of publications, and not more than three standard sizes in all groups.
3. Simplified, standardized rate cards.
4. More intelligent solicitation.

Technical Campaigns

My third and last step in considering the business press in its relation to a national campaign, is the most obvious; and really should not have to be discussed at all.

I refer to the use of the technical press for technical products, such as machine shop tools, transmission equipment, steam valves, hacksaw blades, leather belting and hundreds of other specialized articles with which the general public has but limited understanding, buying-power or influence.

There are some publishers of technical magazines, who go so far as to assert that literary and popular publications have no right to solicit or even accept, advertising of a technical character.

The true test of the duty of each publisher toward both his advertisers and his subscribers, is furnished by an honest analysis of the buying-power and the buying *habits* of his subscribers. In short, the test of the advertising value of any medium is for the advertiser to ask himself whether it would

Your Market and Your Merchandise

ADVERTISING has simplified the problem of selling. It has brought the merchandise to the market more surely than in the days when caravans and argosies were laden for distant parts and the goods displayed at the destination before the eyes of possible purchasers.

To-day, you show the goods and expatiate upon their merits, not to individuals but to towns, cities, provinces—all in one announcement. That is national advertising.

In this Western Ontario lies a wonderful market for your goods

Over 75% of the citizens of London own their own homes. The population of the surrounding rural district is rich and responsive. Combined, as in the sphere of influence dominated by the London "Free Press", they form a potential market unsurpassed in Canada.

London's people subscribed over $760 per home to the Victory Loan of 1918 and paid 40% of it in cash.

During first 4 days of 1919 Loan Drive Londoners subscribed to the Victory Loan $4,510,500, beating Toronto, Montreal, Hamilton and Ottawa in per capita subscriptions.

Place your goods before this market by way of its favorite newspaper "The London Free Press."

Most Canadian and American national advertisers simplify their selling problem in Western Ontario by advertising in "The London Free Press."

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

WESTERN ONTARIO'S FOREMOST NEWSPAPER

A.B.C. Audited.

Population of London, Canada, 65,000. With Rural District, 500,000

"It's All in the Service"

NO doubt you have often seen the above slogan in connection with our advertising and perhaps have casually wondered just what it meant.

It is true that in its abstract sense, "service" may signify anything or next to nothing

For us, however, it has a very real and a very definite meaning — something more indeed than analyzing markets, formulating plans, writing copy, buying art work and checking publications—important as these things are. It means being at the call of the client at any moment our experience or skill may be needed. It may be to suggest a trade name, design a package, or to assist in the solution of some knotty merchandising problem.

But whatever the nature of the work we are "on the job" in a way that gives special point and emphasis to our contention that all a client requires in advertising is contained in the service we are willing and able to offer.

That's what we mean when we say, "It's all in the service."

Norris-Patterson

Limited

ADVERTISING AGENCY

10 East Adelaide Street

Toronto

pay him to circulate that publication's *mailing list* if he could get the names.

We see the spectacle of a magazine with a literary name becoming a real force in the sale of equipment and service that only the hard-headed business man is supposed to buy. It was the advertising department rather than the editorial department that made that literary magazine a business magazine. By filling its advertising pages with business messages and by advertising it as a *business men's magazine* which no up-to-date business man could dare to overlook without losing caste among his business associates, so many thousand men-of-affairs were educated to at least *claim* that they read its every issue, that it finally acquired a clientele that probably justifies its solicitors in selling pages for messages to executives.

And, lower down the scale, a popular weekly which probably has no parallel in its value as a general *consumer* medium, invaded the business field and finally secured so much advertising appealing to executives that many executives buy it primarily in order to study its advertising pages; and, to this extent, at least, it becomes a business men's magazine.

These two pioneer explorers—shall I say interlopers?—into the industrial field paved the way to similar efforts on the part of other popular magazines until to-day we find advertising agents who claim that any commodity, machine, appliance or service, however special and technical, can be exploited successfully without the use of the strictly technical press.

But time is a great leveler, and true values will surely assert themselves. And when the day comes in which advertising will be bought *as advertising* and not as a means for reducing excess profits taxes, a readjustment of media on the basis of the cost per cent., not of inquiries, but of *sales*, will give the business and technical paper its rightful share, and the popular magazine no more than its proper share, of the advertising appropriation of business men who are big enough not to permit their advertising agencies *to do all* their thinking and deciding.

Let the Business Press Advertise Itself

While on this subject, permit me to make a recommendation which publishers of business papers have no doubt frequently discussed, either officially or unofficially.

It is, that the business press, carry out a sustained educational campaign in publications and magazines reaching the largest possible percentage of executives and men of affairs.

The copy in this campaign would discuss the publications by groups, something as I have done, but of course more intimately and more in detail—sending home, as much as possible, one dominant thought at a time.

Such a campaign will speedily strip away the hypocrisy of such advertising ageneies as now put self-interest above the client's advantage.

It will give the representatives of business publications a welcome that they do not now receive in the offices of the national advertisers and their agencies.

It will lead business men of far-vision to give thoughtful consideration to their own ultimate interests; so

In Winnipeg — as in the larger field of Manitoba—The Free Press easily ranks First!

Above is illustrated the cover of a recent booklet issued by The Free Press. Ask for a copy of "The Manitoba Market."

THE Free Press has been associated with the whole of Western Canada for so long that its preeminent position as a purely local advertising medium—the vital nucleus of its wide-spreading circulation—is occasionally overlooked.

Of the 78,551 readers of The Free Press, 90.6 per cent. are resident in a zone whose natural centre is Winnipeg, and are best served by The Free Press on account of fast mail service radiating from this central point.

In Greater Winnipeg alone, where there are roughly 42,000 English-speaking families, The Free Press has a circulation of 39,867 copies.

Over 32,000 copies are delivered by carriers.

Sixteen hundred are sold at newstands.

Nearly six thousand are sold daily on the streets.

These figures are set forth in more detail, together with much interesting data, class, habits and buying power of the Manitoba public, in a booklet recently issued.

You should have one on file.

Send a request in the next mail.

Winnipeg Free Press

Winnipeg, Manitoba.

EASTERN REPRESENTATIVE: E. J. GUY, 302 Royal Bank Bldg, Toronto.

A Rich Progressive Clientile

20,000 progressive farmers of Eastern Ontario and Western Quebec viewed the recent Ploughing Matches and Tractor Demonstration in Ottawa on the second day, and hundreds of motor cars were parked on the grounds.

Theirs was a business visit—they were eager to learn of the latest machinery devised to assist the farmer in his business—to find what appliances could offset the difficulties of the labor problem—to enquire into further comforts and conveniences for the farm home.

And the record of business done by the representative manufacturers exhibiting was a very gratifying one.

In the success of the Demonstration, the "Ottawa Farm Journal" takes a pardonable pride—without its concentrated circulation in this territory the attendance would have been impossible—without its close co-operation the number of exhibitors could not have been gotten together.

In the planning of your appropriation, for 1920, you cannot cover effectively the progressive farmers of the Great Central Dairy Belt unless you make generous use of the publicity afforded by the OTTAWA FARM JOURNAL.

It will return you more per dollar of advertising investment than any other Canadian Rural Medium.

The OTTAWA FARM JOURNAL

Journal Building

Ottawa, Ontario

that when they are through with buying costly space of *small* value to reduce excess profits taxes, they will be in a mood to consider low-priced space of *great* value to increase net profits.

It will dignify the business papers as a constructive business force and result in their representatives being called into conference on vital national campaigns, as experts in their particular fields.

Summary

Let us summarize the whole discussion by the following concise statement of facts:

1. That the dealer trade papers are necessary to the speedy and economical nationalization of products sold *through dealers*. Their function is to secure the willing and intelligent co-operation of the merchants and their clerks.

2. That the technical and vocational publications offer the logical and economical market place for products, appliances or service belonging specifically to the callings they reach.

3. That the present tendency of diverting technical advertising belonging in these specialized publications to popular magazines of high rates is an economic waste that will largely cease when advertising shall be bought for results, rather than as a means for reducing excess profits taxes.

4. That the average and aggregate buying power and the buying habits of the readers of any publication, for a given commodity or service is the true test of the advertising value of that medium for that service.

4. That the business press offers audiences of exceedingly high average buying-power, for relatively high-cost products which their readers buy as individuals for personal or family use; and that the solicitation of such advertising by business papers is legitimate.

6. That business papers can speed the day when they are given their full and rightful place in every national campaign, by removing certain personal and physical barriers that now unfortunately exist, between them and their logical customers, and the advertising agencies representing these customers.

7. That persistent advertising by the business press, in selected media appealing to executives, would do much to create a better understanding of the place and importance of business papers in national campaigns; and would largely sweep away the barriers that tradition and ignorance and selfishness have built up between national advertisers and the business press.

The Baker Advertising Agency is preparing several new series of advertisements which will shortly appear in newspapers and magazines, including a special campaign for the Canadian Cereal & Flour Mills, of Stratford, a newspaper campaign for Globe-Wernicke sectional book cases, and also a small campaign for the Security Auto Theft Signal Company, manufacturers of the Spike Shackle Lock for auto wheels.

G. H. Waller, after more than three years overseas, has joined the staff of Norris-Patterson, Limited, advertising agents.

THE FARMER'S ADVOCATE AND HOME MAGAZINE
PERSEVERE AND SUCCEED
FOUNDED 1866

1866 *LONDON, CANADA* 1919

To Advertisers Everywhere

On December 11th next we will publish our Annual Christmas Number which has an established reputation dating back over a quarter of a century, so that our advertisers and subscribers alike have come to look for something extra good in it each year.

Plans are sufficiently well advanced to enable us to guarantee no disappointment in our 1919 Christmas Number. The anticipations of our readers will be more than realized and its value as an advertising medium will also be recognized by the advertisers increasing their space as has been the rule every year past until **December, 1918** when our **Christmas Number** contained **34,560** lines solid advertising.

This year's issue will be a book of 100 or more pages printed on paper made especially to show up the handsome illustrations that will be published, and all bound in cover of coated stock printed in colors bearing a beautiful original design on front page.

Notwithstanding the superior value of its contents and greater attractiveness, we are accepting advertisements for this 1919 Christmas Number at same rate as for regular issues, viz., 25c. per line flat, $3.50 per inch, $180.00 per page, $90.00 per half page and $45.00 per quarter page.

Do not miss this excellent opportunity of getting big business from a medium that continues to pull for you long after date of publication.

We must begin mailing on time (December 11th) therefore please get all necessary advertising matter in out hands by the **29th November. It will be to the advantage of the advertiser to have copy in early.**

For further particulars address

The Farmer's Advocate and Home Magazine

Published by

The William Weld Co., Limited

LONDON, CANADA

(Member of A.B.C. since its inauguration)

We Specialize in Dealer Helps That Pull Business

Dealer helps are very important links in the chain of sales-winning effort. They at once identify, and link up in the prospective buyer's mind the product thus advertised with what he has heard or read about it through other channels.

Good dealer helps (the Standard kind) stimulate the desire to buy when the prospective buyer is in the dealer's store **with the article right at hand.** There is no lost motion.

We have a wide experience in the designing and manufacture of striking, sales-creating **labels, hangers, showcard, window trims, cutouts** and **offset booklets.**

From month to month we will illustrate in this space samples of the work we are turning out for gratified customers. If you have a dealer-help problem on your hands, call us up or write. We will go into the whole matter with you and submit suggestions on request.

The Standard Lithographic Company of Canada, Limited

FINE COLOR WORK

LABELS CUTOUTS WINDOW TRIMS, ETC.

28 Temperance St.
TORONTO

Efficient Sales Management

(*Continued from page 408*)

Sales to Prospects," "Kill King Quota" —all of these have served their turn and helped to focus the minds of the men on some definite goal.

Getting the Sales Force Ready

The general manager of a manufacturing concern in its third year of production stood before his first sales convention. It was the third and last day of the convention. The men were about ready to hear the good-bye speeches. The sales manager turned to a sheet of blank paper on the board back of him. He said:

"On this sheet we are going to write the names of each sales agent here, and opposite we are going to put the minimum of machines he thinks he can sell during the coming year.

"We want conservative estimates. It does not please us to write large promises for small performers. We want what your analysis convinces you can be sold in your territories without strain, by good management, through good salesmanship, and backed by our performance and good advertising."

The roll was called. Each man arose, and carefully stated what he thought he could do. When it seemed too large a task, the manager asked, "What makes you think you can do it?" Then would follow a clinic on agent's answers. Frequently the agent had to revise his figures. The whole scene was devoid of the hip-hurrah pledges and assurances that makes such methods a farce in most conventions for, under the stimulation of such scenes and the artificial enthusiasm of oratory conventions can be made to promise anything.

This one was different. The sales manager wanted pledges given in cold blood. When the total was struck it showed that the sales force thought it could sell just 1,041 more machines than the company had prepared to make.

A new sheet was tacked up on the board alongside the pledges. At the top was this statement: "The Company Will Make and Sell 50,000 Machines in 1917." Under this heading were the names of the sales agents, and opposite each one his quota allotment. In a few cases it was much less and in some more than their pledges, but the average was close to what each had pledged.

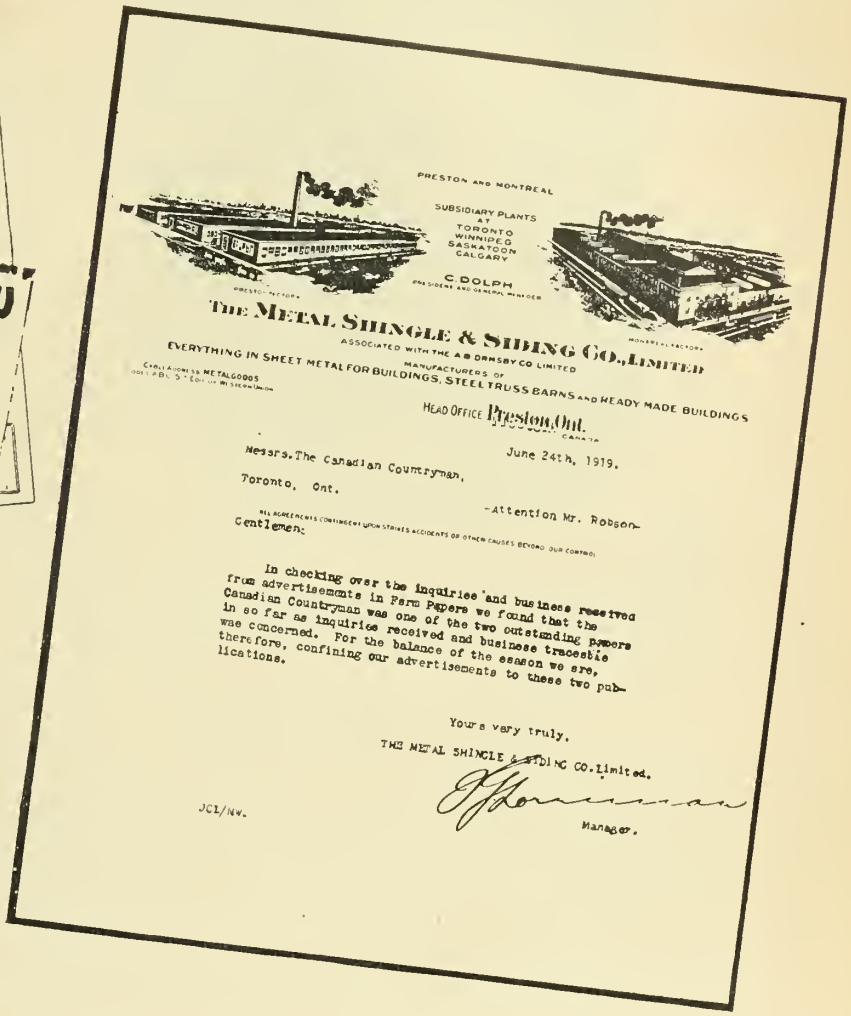
The sales manager let the figures sink in for a few moments. Then he said:

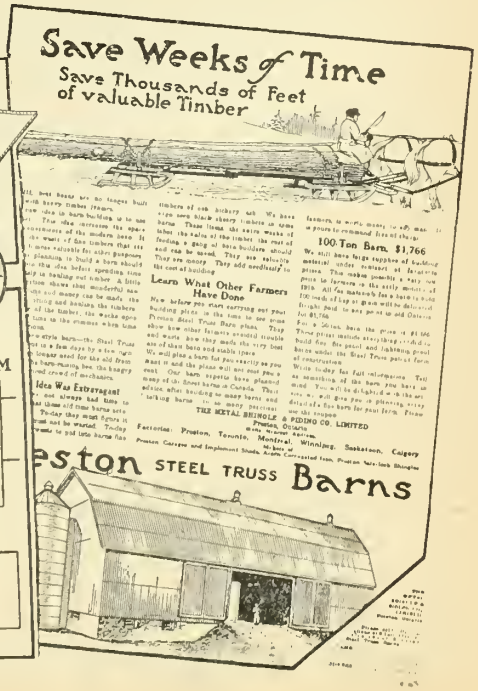
"During the past five months I have had two assistants travelling over the territories studying how you were selling—how some of you were not selling. I have travelled some of the territories myself. You have seen what we know about your territories. I believe we know the conditions in your territories almost as well as you do. We know the special seasons that govern some of you in your ability to get to your farmers; we know where the people are who have bought, and where more are; we have tested new lines of demand and have given you these new facts, ideas and markets to realize on in your own businesses.

"These quotas are a division of the factory output, fixed on what we believe the market can absorb in the next twelve months. We have placed our orders for raw materials and arranged our production schedules with respect

METAL SHINGLE & SIDING CO. and CANADIAN COUNTRYMAN

Big Bulk of Results from Countryman and One Other Farm Weekly. Advertiser then Decides to Concentrate in these Two Publications.





"Face-to-Face" Advertising

The store where your products are sold—the consumers there ready to buy—and your advertisement brought directly in front of them by the Advertising Scale—"Face-to-Face" Advertising. The association of the place, the time, your advertisement, and the buyer make the Advertising Scale a logical method of selling your products to the ultimate consumer.

The Advertising Scale

Completely rounds out your advertising campaign.

Has no waste circulation.

Brings the consumer in direct touch with your products in the place they are sold.

Investigate this method of getting the greatest amount of publicity for the least money. Call and see the Scale in operation, or, if you wish, we will gladly demonstrate it in your office. Send for our booklet which gives many facts and figures regarding this "Face-to-Face" advertising

Advertising Scales Limited

26-28 Adelaide Street West TORONTO

to your monthly quotas. I have promised our president and the board that you will sell the factory output. There are no reservations or qualifications about that promise.

"I have arranged for a large advertising appropriation and more help for you from the factory. You will be backed to the limit, as you have seen by the new plans of the advertising and sales-promotion departments.

"I want to see each of you in my office before you leave for home. We will go into this fight, gentlemen, true to our slogan, All for one and one for all."

There was a standing cheer and then the convention was over.

Each man sought his sales manager and made his promise. Each went out impressed with the serious purpose and the accurate grasp of sales possibilities of their leader. The campaign was on.

The Convention Idea

A general manager said to me the other day:

"Don't believe in conventions; too much gabble, flubdub and buncombe; can't see where it helps."

"Are those the real reasons?" I asked.

"Certainly, except I might say that it breeds dissatisfaction among the men."

"Why?"

"Oh, they get to comparing notes and some fellows think they ought to have better territories, or more pay, or better contracts; it makes too much trouble. Had a few of them in here once and never got straightened out for a year."

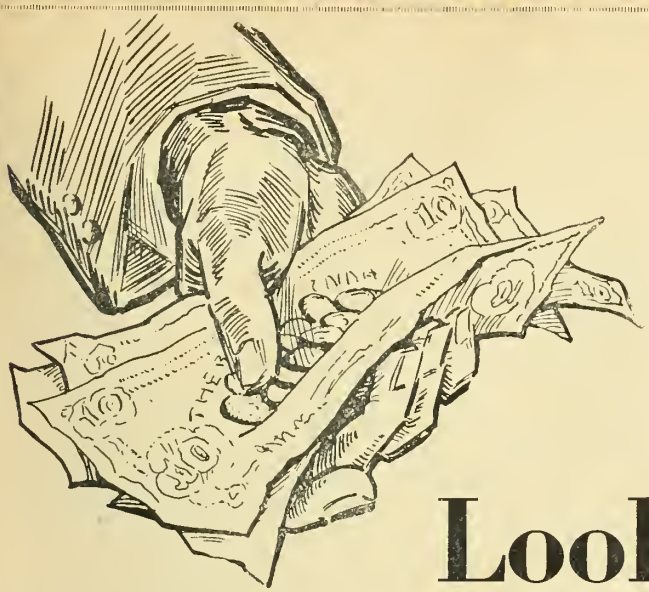
I agreed with him that it would probably be best to wait until he thought he could develop a sales policy that would stand discussion among his people before having a sales convention.

In the next month's instalment Mr. Lewis tells how contests, credits for performance and devices for creating competition influence and inspire the salesmen.—Editor.

Be Natural

Natural expression in print, as in conversation, carries with it a certain weight and confidence that adds 100 per cent. to its selling effect. Why not? The natural language of business is the language of the street as ordinarily heard. Men do not sit at a business deal and conjure up symphonic sentences to impress the other fellow with their meticulosity of words, or write business letters that sound as if every sentence was written with the aid of Webster's Unabridged.

The salesman who would talk to his customers in the stilted language of the ordinary kiln-dried ad. would be looked upon as a martinet. Nobody but a literary gent would undertake to sell goods to any ordinary prospect by indulging in set sentences studiously synchronized, strenuously selected and solemnly set forth. In salesmanship, as in other human relations, if the touch of human nature is lacking, the effort is very liable to lose weight. Why not apply this same rule to salesmanship in print?



Here is a "Red-Hot Tip" For the Live Advertiser.

Look for Money Where Money Is!

A SAYING in the days of "49" was "Gold is where you find it." Yet those old prospectors spent most of their time looking in the vicinities where gold had been found.

The wise man to-day in prospecting for bigger business does his intensive hunting in localities where the most people have money to spend. He knows that it is not productive to create a desire for his goods unless those who want them can afford to buy them. Which is the reason why the wise advertiser cannot afford to overlook Ottawa.

For—the people of Ottawa have the money to buy—the inclination to spend—and the desire to do things that make life worth living. Ottawa's Assessment Returns which have just been completed as a basis for Taxes for 1919, show a total assessment of $120,878,899—which is an increase of about 6½ millions of dollars over the previous year. And—of this increase, one item alone is 3¾ millions of dollars in Income.

Ottawa's total Income Assessment for 1919 is $9,684,011. Mind you this is Taxable Income over and above the exemptions of householders income up to $1,700 and of non-householders up to $700—all of which are potential buyers.

Ottawa is a large field. And Ottawa is covered completely by its two Big Newspapers.

"Tell it" in the Capital City by advertising in the

Ottawa Daily Newspapers

Ottawa, Canada

The Journal
Dailies

The Citizen
Dailies

DAILY BRITISH WHIG

Kingston, Ont.

ANALYSIS OF CIRCULATION
SEPTEMBER 2nd, 1919.

City of Kingston		3,799
Frontenac County	1,217	
Lennox and Addington	433	
Leeds County	304	
Prince Edward County	53	
Lanark County	21	
Renfrew County	8	
Hastings County	34	
Carleton County	25	
Elsewhere in Ontario	212	
Quebec Province	48	
Manitoba	16	
Alberta	10	
Saskatchewan	26	
British Columbia	5	
Prince Edward Island	1	
New Brunswick	1	
Nova Scotia	3	
United States	113	
Overseas	21	
Total Outside		2,551
TOTAL CIRCULATION		6,350

16 to 20 pages daily. Eastern Ontario's biggest and best newspaper

Head Your Maritime List with the St. John, N.B. Telegraph-Times Combination

The great province of New Brunswick, whose industries are throbbing with unprecedented activity, stands ready to consume more of your goods than ever before, Mr. National Advertiser.

Make your Maritime list a strong one—and get the maximum of business here for you.

Head it with St. John's combination for quick results—The TELEGRAPH-TIMES-STAR, offering more than 30,000 net A.B.C. circulation daily, with very little duplication.

The cost is a flat one of five cents a line—making it particularly attractive. Your agent will tell you more about it—or write direct.

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A B.C. Papers in New Brunswick

Magazines Change Size

The Butterick Publishing Company announce that the page size of the *Delineator*, *Designer*, *Women's Magazine* and of the *Butterick Quarterlies* will be changed with the first issues of 1921, a year hence, to the new standard size for women's magazines, which is 4 columns by 170 lines, instead of the 200-line depth which has been common to many of the women's publications for some years past. The *Ladies' Home Journal* has also announced a similar change and it is not unlikely that the Canadian women's magazines will adjust their page sizes accordingly.

The move is one for economy, enabling the publishers to meet the steadily advancing costs without necessitating increases in the appropriations of the majority of their advertisers. The rates charged for page, half-page and quarter-page advertisements in the smaller size will probably be the same as formerly, although line rates will be increased.

Canadian magazines have received contracts from Erwin & Wasey Company, of Chicago, calling for extensive advertising for the Hoover Suction Sweeper Company during 1920.

M. McKnight has been appointed advertising manager of the *Canadian Home Journal*, succeeding Mr. W. G. Rook who left to become managing director of the Canadian H. W. Gossard Company. Mr. McKnight will continue to fill a similar position with *Saturday Night*.

W. H. Dennis, of the *Halifax Herald* and *Atlantic Leader*, recently made a spectacular trip from Halifax to New York in the big airplane "Atlantic." The journey was completed in half a day, leaving Halifax at 10.45 a.m., arriving at Greenport, Long Island, only a short automobile run from New York, at 10.46 p.m. Several hundred of the *Herald's* new booklet, giving a survey of Halifax with its resources, products, etc., were carried on the plane and delivered to national advertisers and agencies in the New York territory.

"Tom" Houghton, recently with Lewis Bros., Ltd., of Montreal, as assistant sales manager, has resigned to accept a position with his old firm, Martin-Senour Company, as sales manager. At the annual family dinner of the Company, held in Montreal recently in connection with the Salesman's Convention, his return was enthusiastically welcomed.

Miss Via Carter, for a number of years on the copy staff of McConnell & Fergusson Advertising Agency, Toronto Office, has resigned her position, and upon leaving, was presented with a gold watch by her former associates.

W. F. W. Buckler, formerly of the sales department of J. L. Jones Engraving Company, has joined the staff of the York Advertising Service.

IS THERE A SUGGESTION FOR YOU HERE?

Some practical pointers gathered from contact with busy executives

It is to Laugh

The first thing that struck my eye the other morning—mighty chilly it was too—as I boarded a street car, was an advertisement of a certain food product, beautifully done in colors. Then my eye caught this legend at the bottom, "The favorite hot weather dish," or something similar. Ye gods! Someone in that firm must be afflicted with sleeping sickness. In July, yes, but around November 1st—that is one case where advertising *is* an expense. Better no representation at all than such lack of oversight—or rank carelessness.

Typical Faults

The head of a large correspondence department which has devised a special course of training for its correspondents says that critical examination of a great many letters reveals these faults as most typical:

1. A tendency to regard small dealers as of little importance.
2. Wordiness.
3. The idea that personality means cheap wit.
4. The use of stereotyped phrases.

The appearance of letters he regards as very important. Neat appearing, well-balanced letters should be insisted, upon. In his experience he has had evidence that it pays to have it so. The practice of having letters filled with smudges, blotches, characters struck over each other, ragged margin at the right hand, mispelled words, abbreviations not clear to reader, incorrect addresses causing lost time, and a long list of other violations should be dealt a death blow. Every firm should have a house standard for its typewritten work, as far as its letters are concerned. In his case the new typist is given preliminary training and a manual clearly setting forth the requirements. It would be practicable for even a small concern to have a typewritten bulletin setting forth its requirements as to style, etc., for those who dictate as well as for stenographers.

Clean House

What's the use of a filing department if the filing clerk's time is to be largely taken up with handling over and over again the non-current papers with which the average filing system soon becomes clogged? It is more important to go over the files periodically, removing all correspondence dealing with accomplished facts, closed deals, minor details of management, etc. Only thus will a filing system function properly or speedily—and the larger the firm the more true is this statement.

How About Transfer Files Now

It is time to begin thinking about the yearly transfer of papers and correspondence from current to transfer files—that is if you are in the habit of doing this yearly.

Yet why not the periodic transfer? This system is simple, demands little work and needs only a small extra equipment. Interring past records in boxes and cases placed in an out of the way corner—a correspondence graveyard, so to speak—is hardly in keeping with the methods of an otherwise up-to-date firm.

Now is the time to put transfer files in operation; then the end of the year will have no terrors for your office staff.

A Simple Filing Method

A live sales manager of my acquaintance has a very simple method of looking after a volume of correspondence that embraces a wide range of topics. It evidently works, because the top of his desk is nearly always free from papers, and he seems to be able to put his hands on any paper he wants at a moment's notice—two indications of a good office executive. Here is the way he does it.

As soon as he has looked over a letter and answered it, he places it in the right-hand top drawer of his desk. A lot of letters go there in a day—one on top of the other. If he wants correspondence only a few days old he skims over the letters in this drawer until he finds it. Obviously the more recent the letter the nearer the top it is. He claims that by this simple plan he can find what he wants in less time than by any other method.

"What do you do when the drawer becomes filled?" he was asked. "I take out the whole contents, turn them upside down, scan each letter, and if it deals with matters now closed I send it to the general files. This process is continued until the pile is only a fraction of its former size. It is then composed only of the most recent letters or those about matters likely to come up at a moment's notice. These are returned to the drawer to become the foundation of future accumulations that are treated in the same way. It's simple, and it works beautifully. Of course, it does not do away with up-to-date filing equipment—not in the least. But it does meet my needs as far as keeping track of recent correspondence goes."

This plan is particularly to be recommended for the small office, though it works equally well in the larger office.

Little Business Stimulators

An office manager in a manufacturing concern that up till now has taken little interest in the question of advertising has rather pronounced ideas on the subject. On his own initiative he prepared a series of striking little folders to be used as envelope stuffers. Every letter was accompanied by a folder, blotter or leaflet, envelope size; the slight expense was camouflaged in the general office account. Before long the interest in these little reminders grew to such an extent that dealers began to ask for some for local use, and to order larger quantities as a result of their use. The office manager then grew bold enough to ask for a small appropriation. It runs now to a figure of quite respectable size.

The Glace Bay Gazette

The Gazette has the largest circulation of any afternoon paper in Eastern Nova Scotia. Average sworn daily circulation for six months ending June 30th, 1919, 5916.

The Gazette reaches readers in all parts of Cape Breton. Its readers include 20,000 industrial workers and the professional, mercantile, agricultural and seafaring classes in the greatest wage-earning community per capita in Canada.

Glace Bay is the largest incorporated town in the Dominion of Canada. Population 20,000, inside its incorporated limits.

The Gazette is the only newspaper published in Glace Bay, its nearest competitor being 16 miles away.

Glace Bay has twenty-one coal mines, where over ten thousand men are employed, whose wage earnings average over $7,000,000 a year.

The Gazette has from 8 to 16 pages. Length of column 16 inches. Width of column 13 ems. 7 columns to page.

If you want to practically cover Cape Breton County with but one paper, you will make no mistake if you advertise in The Gazette.

The business man
seeking a really good Bond Paper at
a moderate price should ask for a sample of

Earnscliffe
Linen Bond

Facsimile of watermark

IN WHITE AND EIGHT TINTS

An attractive book showing a number of sample letterheads on Earnscliffe will be mailed to any one requesting it on business stationery

The ROLLAND PAPER CO.
HIGH-GRADE PAPER MAKERS -Limited-
MONTREAL, CAN.
MILLS AT ST. JEROME AND MONT-ROLLAND, P.Q.

You Won't Want to Miss:

"1919's Fifty Best Advertisements"
"A List of Canada's House Organs"
"Sales Contests"

In Next Month's MARKETING

ADVANCE NOTICE

Change in Page Size Canadian Fashion Quarterlies

Commencing with Spring 1921 Numbers (a year hence) page size will be changed to 680 lines — four columns, 170 lines deep, quarter page size 84 lines d.c.

On account of printing difficulties publications of next issue will be delayed about a month.

Water-Tight Compartments

They may be the very latest thing in ship-building, but they're more likely to run a business on the rocks than to keep it afloat.

A case in point comes to mind. The sales manager of a large concern had hauled one of his veterans over the coals because he had not been able to hold a large account in his territory. The salesman's stock went away below par. He protested vigorously; in fact, took advantage of his years of service to go to the general manager. The story he told caused the latter to sift the case to the bottom. Here was what he found.

First, the factory had fallen down woefully on the quality and time of delivery of a large and very important order—important to the retailer, at least. The latter had then protested his dating and had received a curt reply from the office manager—who has a narrow-gauge mind at best. The latter resented what he considered an attack upon his official position, and his mind was so full of this pique that he did not inform either the sales manager or the factory superintendent about the matter. Result, as aforesaid.

The G.M. issued a sweeping order that abolished such "water-tight compartment" methods of doing business in future. Now the office manager—who opens all the mail—has copies made of every letter that could possibly affect any other department, either incoming or out-going. Every department is thus kept fully informed, and pitfalls are avoided, and the spirit of co-operation has brought new life and energy into what was in grave danger of becoming a very sick business.

A Week to Week Proposition

Instead of describing the advertising campaign to salesmen and dealers in the stereotyped way, with a list of mediums beings used, total circulation, etc., one firm visualizes it as a week to week proposition, showing the advertising to be done each week (or it might be each month), amount of space, volume of circulation for that week etc., showing the number of people reached by the advertising during that week. In this case the figures varied from week to week, some weeks adding magazine and farm journal circulation to that of the list of newspapers used.

Demonstrator Pictures Effective

In getting out a new catalogue a garter manufacturer used six pages to exploit a new patented feature which was expected to prove a strong selling point. One page was almost solid text with description and prices—the other five showed photographs in color of shades and patterns, with one page illustrating the patented construction. But results were far from satisfactory.

Next year the colors were merely listed, while three pages of action photos illustrated the features of the garter as demonstrated in actual use. As a result nearly half the dealers ordered before the salesman called—many asking for display cards "showing how the garter works"—clear proof of the effectiveness of the action pictures.

Market Data

The increasing extent to which shrewd advertisers are studying the market possibilities in different parts of Canada is reflected in the promotion literature of some of the more enterprising mediums.

The past month, for example, has brought the production of a most complete and informative collection of data regarding the Manitoba market compiled and published by the *Winnipeg Free Press*. Its preparation must have taken a great deal of time and shows a keen perception of the advertiser's needs in the way of data regarding any market which he would thoroughly analyze. The book gives population facts and statistics in the most interesting and significant detail, and includes data which every advertiser must consider if he is to promote his sales in this territory most intelligently and most effectively.

A similar book on a somewhat smaller scale has been issued by *La Tribune*, of Sherbrooke, Que., dealing with the field which this paper serves, with maps, population figures and many other facts showing the character of this constituency.

The *Halifax Herald* has also published a handbook giving similar information about the Province of Nova Scotia in general and the City of Halifax in particular. It tells how many people there are in Nova Scotia, what sort of people they are and what they do to make a living.

The *Grain Growers' Guide* of Winnipeg has been compiling extensive data concerning the market among Canadian farmers of the West which is being made available to advertisers through its monthly bulletin, *The Guide Post*.

Each one of these books is well worth serious study of every advertiser, and thanks are due the publishers for making this necessary data so readily available. No doubt it will result in benefit to the advertisers who make use of the information thus furnished, as well as to the publishers who have been so enterprising in compiling it.

Tom G. Ireland, formerly with the Montreal office of Smith, Denne & Moore Ltd., recently joined the sales and service staff of the Desbarats Printing Co., Montreal.

Our Steadily Increasing Circulation

makes it desirable for you to include us in the list of publications for advertising your product.

The wonderful results obtained for many nationally known articles in this district may be attributed to the successful, positive result-getting advertisements published in the columns of

The Galt Daily Reporter

Our 3974 net paid average daily circulation is guaranteed by the Audit Bureau of Circulations, of which we are a member.

GALT REPORTER LIMITED
GALT - - - ONT.

"WE wish to compliment you on this excellent copy and display.

"It pleases us greatly the attention in detail you are giving our advertising."

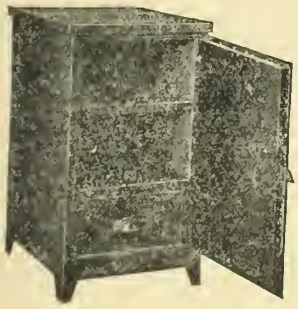
This from one of our new clients in a letter a few days ago.
And we haven't BEGUN to serve him yet.

Correspondence Invited.

Federal Advertising Agency

T. H. YULL, Director

Dominion Savings Buildings - London, Ont.



DENNISTEEL
Made in Canada

Halifax Montreal Ottawa Toronto
Hamilton Winnipeg Calgary Vancouver

Keep Jewels, Bonds, Deeds and Valuables Safely at Home

THIS special DENNISTEEL House Safe is made expressly for home use. Fitted with Yale Locks on door and drawer. Built with double walls, heavily interlined with asbestos.

Fireproof, burglarproof, indestructible, moderate in cost—an attractive addition to the home. Finished in baked-on enamel of any desired shade, or in imitation of rubbed-on finish in oak or mahogany to match woodwork. Stands 31 inches high and weighs 80 lbs. Other styles, too.

Send for Illustrated folder showing steel lockers, safes, cabinets, bins, etc.

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON
CANADA

Advance Spring Fashions Numbers

Canadian Fashion Quarterlies

On Sale January
to April, 1920

Go to press about December 15th

See that the QUARTERLIES are on your 1920 list for dominating space, insuring biggest circulation where it counts most.

For rates and other information write

Manager Advertising - 53 Yonge St., Toronto

Discovered

THE EDITOR, MARKETING,
Toronto, Ont.

During the past year or so, I have read and heard a certain amount of discussion about a certain cow. You know, that LIQUID VENEER cow. I did not, however, think much of it until I saw it "prop" up again in the August issue of MARKETING. What made me sit up, however, was the comment printed in your September issue ; and while there may be something in that story about Mr. Cabanas being the sponsor of both LIQUID VENEER and the putting of cream into pails of milk while tests were made, I've a hunch that the writer of this article hasn't quite hit the bullseye insofar as the use of the cow in the LIQUID VENEER advertising is concerned.

If Mr. Cabanas was really guilty of having done what he is alleged to have done, he wouldn't be ready, by a long shot, to go and use this fact in connection with the advertising of LIQUID VENEER. Nor would he use this kind of medium to defend his records if he is NOT guilty. There must be something else. Let's see.

As you are doubtless aware, when you buy a large-sized bottle of LIQUID VENEER, you are given a piece of CHEESE-cloth, with which to apply the VENEER. Don't you see the connection? Cheese is made from milk, which comes from the cow. And the same cloth that is used in wrapping Cheese is also used in applying LIQUID VENEER. Hence the cow.

Of course the connection is a remote one, but it is a connection just the same. You'll have to admit that.

Yours very truly,
J. E. BEAUDIN.

Paint Salesmen Meet

There was a regular round-up of paint salesmen in Montreal during the last two weeks of October in connection with conventions of salesmen held by Brandram-Henderson Limited, Canada Paint Company, and Sherwin-Williams Company. Company affairs were discussed in each case, plans for next year being gone into very fully, and the usual entertainment provided.

The annual holiday gift catalogue of Mappin & Webb Canada Limited is just off the press, and is a strikingly beautiful production from both the engravers' and the printers' standpoints.

The reproductions of the numerous items of jewellry are in the style familiar to such catalogues, but are free from the indications of retouching and pasting up of items in the copy, which frequently mar this kind of work. It is wonderful the amount of detail which can be crowded into a book of this kind when intelligently handled. This year's Mappin & Webb catalogue was designed by Franklin Booth, and engraved and produced complete by the Gazette Printing Co., Montreal, and is a credit to all who had anything to do with it.

Advertising Scales

This is a new medium of advertising which is being established by a company recently organized, with head offices in Toronto, operating under the name of Advertising Scales, Limited.

The plan is to place scales on the order of the better class penny-in-the-slot machines in selected grocery stores, confectionery stores, butcher shops, fruit stores, tobacconists barber shops, billiard parlors, drug stores, hardware stores, garages, hotels, restaurants and stations, where the public may make use of them without charge.

The dial of each scale in line of vision of adults provides for the appearance of a limited number of advertisements in colors. Three spaces provide for fixed advertisements and space at the top shows changing advertisements, a new card appearing each time anyone makes use of the scale.

The intention of the Company is to secure advertising for these spaces for articles which are sold in the class of stores in which the scale stands. For example, the advertiser will be offered an opportunity of securing space in 1000 such scales placed in grocery stores in Toronto, and all the advertisements appearing in such scales will pertain to products sold by grocers.

If as many people use these free scales as use the penny-in-the-slot machines the new advertising scales should afford a comparatively economical medium of advertising—particularly for firms who value the permanent display of their advertising matter in stores where their goods are on sale. The scales would seem to afford an attractive means of insuring the display of such dealer helps as have heretofore been furnished in the form of store and window cards and posters.

It is stated that 1000 locations for these advertising scales have already been secured in the city of Toronto, and the Company is now signing space for these scales which will shortly be in operation.

British wallpaper manufacturers are carrying on a joint autumn "paper up" campaign in the English dailies. This is something which might be done in Canada by Canadian makers of wallpaper.

LETTER SERVICE
MULTIGRAPHING
ADDRESSING FILLING IN
FOLDING MAILING INSERTING
Telephone M. 480
Modern Up-to-Date Equipment
ADVERTISING SYSTEMS
TORONTO ONT. 216-17-18 Ryrie Bldg. TORONTO BUFFALO N.Y.

In December "Marketing"
"1919's Fifty Best Advertisements"

PUBLISHERS ADVERTISING MEN
Be sure you are on our list. Do not miss one single copy of our
"QUALITY AND SERVICE"
During the year 1919-1920. Our fourth year of honest endeavour
to serve the Trade. Send your name now to
TORONTO ENVELOPE CO. Limited
119 Adelaide St. West, Toronto
MANUFACTURERS TO THE TRADE ONLY

Wanted, A Man

We want a real advertising man

We do not need to be sold on advertising. We are already spending more each Year in advertising than 90% of the advertisers in Canada.

This man should have all round knowledge of all advertising media, including executive experience with manufacturers.

Faddists are not wanted. We want a good business man as well as an advertising manager.

We will pay him according to his worth.

If you think you can fill this job properly, write a letter telling all the things about yourself that you think we should know

Address Box "O"

Marketing

53 Yonge St.

E. ST. ELMO LEWIS

PERSONAL COUNSEL FOR EXECUTIVES

Reports on Sales, Advertising and Marketing Organizations; on Plans, Performance, and Possibilities.

"The Lewis Bulletins," issued Semi-monthly, free to Executives.

347 FIFTH AVENUE
NEW YORK

Suggests "Old Business" Department

BOTH for the purpose of building the business of the bank and of being of the greatest possible service to the public, a bank should have an "Old Business Department" as well as a "New Business Department", and the department related to the "old business" should make sure that every present customer is taking fullest possible advantage of all the services a bank can render.

Harvey W Blodgett, president of the Harvey Blodgett Co., of St Paul, in discussing this subject at the session of bank advertising men at the recent advertising convention, made some interesting suggestions. He said, in part:

"My conception of an Old Business Department is one dedicated to the purpose of aiding the depositor rear a substantial success upon the foundation of his present status with the bank, whatever his status may be It will make bank service a real, tangible thing to him. It will organize methods for translating that service and applying it to the affairs of many, rather than of the few. It will establish closer contacts with those to whom, as yet, bank service has little significance.

"Not long ago I consulted at length with a bank officer concerning an analysis of his checking accounts To his astonishment he found but fifteen per cent. were actually profitable. A case was recently discovered where but eight per cent. of a certain bank's savings accounts were satisfactory. One going about much among banks finds similar conditions in abundance. In their eagerness for new accounts banks pay too little attention to the development of old ones.

"Modern bank cost systems uncover facts which interest, often astonish, for they demonstrate that many accounts which, on their face, show fair average balances, are actually entertained at a loss. Just what method the banker takes to inform such a customer that his account is unprofitable, and what steps he takes to help the customer come on a sounder footing, indicate, perhaps, how much *his* bank stands in need of an Old Business Department, governed by constructive policies.

"The publicity policies—if there are such—should be thoroughly explained. Too many banks have publicity policies which, like a circus ticket, are good for one day only. Every bank should have a publicity policy good enough to reduce to writing and to last a long time. There couldn't be a better test for a publicity policy than to challange its strength by reducing it to the cold logic of written words. Some of the publicity programs being carried on to-day by banks wouldn't show up very well if subjected to this treatment although the treatment would, doubtless, show up some of the fallacies. I wonder how many banks represented here have their publicity policies reduced to writing. Is it not a fact, gentlemen, that, with the thirty thousand banks of the nation the *plan* of the majority of advertising expenditures could only be written in the past tense? And isn't it a fact, too, that a deplorably small portion of advertising outlay is used for the education and inspiration of present depositors?

"A bank's advertising is a statement of what it can do for people who give it their business. Those who formulate the policies of a bank can promise, but it requires every last officer and employe to fulfil. How important, then, that everyone connected with the bank have a thorough understanding of its advertising plans and purposes. How necessary to start off the Old Business Department with this understanding.

"Having organized the Old Business Department its officer in charge will not have to look afar to find enough to challenge his abilities.

"The first duty will be to make an analysis of old business in the mass so that accounts may be classified for the operations of the department. From this analysis will come the central mailing list, now being installed in many banks. Upon these cards can be compiled, from time to time, with the co-operation of the whole organization, much information which will lead to opportunities for service."

Dirty Advertising

As a brainless example of how to jump into the sewer with your competitor in an attempt to put him in bad odor, the following from an advertisement of the manufacturers of MO-JO Chewing Gum in the Confectionery Journal, an English trade paper, is worth noting. It appears under the heading of "Talks on MO-JO Chewing Gum," and says: "In certain countries there are people known as "Clay-eaters," and they are pretty poor specimens of humanity. But in one respect these 'Clay-eaters' have an advantage over civilized gum chewers —they can at least select their own dirt. The refuse you find in ordinary chewing gum may be nice, clean dirt, or it may not. It is tropical refuse, of that you may be sure. We had the idea that the consumers of chewing gum would appreciate cleanliness and purity in the gum they used, and so we have made MO-JO gum a revelation of what simple purity can do and has done for chewing gum."

A newspaper dispatch reports the National Dairy Council as planning a $75,000 fund to carry on a campaign encouraging the increased use of milk. The Council represents an affiliation of organizations of producers and distributors of milk, and dairy products in Canada. The fund will be raised by an assessment on producers and distributors.

Rose & Laflamme, of Montreal, are running a campaign in agricultural papers advertising Xtravim Feed Molasses, through the R. Sykes Muller Agency.

Winnipeg Telegram Not Changing Hands.

Rumors regarding possible changes in control of a Winnipeg daily, at least in so far as they relate to the Winnipeg *Telegram*, are without foundation, so MARKETING is informed. An item which appeared in last month's issue repeating a rumor to the effect that interests identified with the Liberal party were negotiating for the purchase of an evening daily is believed to have been circulated with the deliberate intent of injuring the *Telegram*. The political suggestion in the published rumor is naturally strongly resented.

The *Telegram* was purchased by Messrs. Davidson and Smith a little over a year ago, since then there has never been any likelihood whatever of a change in ownership.

Southam Press Limited have recently taken over the entire building at 19 Duncan Street, the top floors of which they have occupied for some years past, in order to accommodate their rapidly increasing business. Their plant is now one of the largest and best equipped on the continent. The Sales Department is occupying handsome newly equipped quarters on the ground floor, their former offices now being occupied by the Accounting Department.

The Oneida Community, makers of Community silver plate, are running some unusually attractive newspaper advertisements in a list of Canadian dailies, handled through the Consolidated Advertising Service. The difficulty of getting the magazine advertisement effect under the limitations imposed by the stereotyping process and newsprint surface have been admirably overcome.

J. B. Hazen, for several years in charge of the Merchandising Service Department of the Hearst newspapers in Boston, and more recently with Macleans Magazine, Toronto, Canada, has become associated with the Hamilton Advertisers' Agency, Hamilton, Canada. Mr. Hazen will devote his time to Trade Investigations and Merchandising Plans.

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability.

The whole story will be told by a glance at an Ad-Art realistic birdseye view of your plant.

AD-ART STUDIOS
Producers of Advertising Art
7 Victoria Block · Windsor, Ontario

Quality and Service
MULTIGRAPH LETTERS
Best Produced Anywhere
Addressing Folding Mailing
HARRY EDWARDS & SON
E. BENNETT, Manager
152 Bay Street, - - TORONTO
PHONE ADELAIDE 3313

Through Our
FOUR COMPLETELY EQUIPPED PLANTS
Montreal — Beaver Hall Hill
Toronto — 231 W. Richmond St.
London — 144 Queens Ave.
Windsor — 46 McDougall St.
We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers
Quality of Plates and Service the Reason
RAPID
ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

WE SPECIALIZE IN
FOLDING BOXES
CONFECTIONERY BOXES MAILING TUBES
ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL
Quality and Service
Dominion Paper Box Co., Ltd.
TORONTO, Ont.

Advertising Manager and Copy Writer

If you are looking for a man with the following experience and qualifications, write me.

Ten years experience as advertising manager and agency copy writer. Many successful advertising campaigns to my credit. Can turn out good, strong, original copy and display for newspaper or magazine advertising or catalogues, booklets, etc. Specialized in following lines—automobiles, gasoline engines, metal roofing, farm implements, paints and varnish, victory loan propaganda and general industrial advertising.

Am at present employed but want a wider field where there is plenty of action. Agency preferred or big advertising department.

Box C2, Marketing

EDITOR WANTED

for Weekly Rural-Farm-Fishing Newspaper in Eastern Provinces. Only those having experience need apply, with full particulars in confidence.

Box "N" Marketing.

WELL established firm with Offices in Manchester and Representatives in London and Birmingham. desire Sole Agency in England for good Novelties of Domestic use. Correspondence invited from manufacturers of good standing.

Box M.

HARRADENCE & EATON.
92 Market Street,
Manchester - England

How to Write Business Letters

This practical book was produced after careful analysis of more than 1900 letters—some unusually successful, others partially so, and some failed of their purpose. This book tells why they were successful or why they failed.

How to Write Business Letters takes the actual everyday correspondence you receive and shows you specifically how to answer it with the best results. Shows you with reproductions of actual letters that have sold goods, collected accounts, increased trade and prestige for some of the shrewdest correspondents in America.

Here, too, are reproduced whole series of follow-up letters that have won countless dollars in additional profit. A careful reading of one of the series alone may give you new ideas for your letters worth thousands of dollars.

160 pages, 6x8½ in.

PRICE $1.50, including packing and carriage charges. Order from

MARKETING
53 Yonge St., Toronto

Why We Publish a House Organ

(*Continued from page 411*)

the goodwill and interest created so far fully justify our decision to continue its publication.

The Mutualist, (Monthly, 32 pages, self cover, 6 by 9, two colors throughout, goes to policyholders). B. W. N. Grigg, advertising manager of the Mutual Life Assurance Co., of Canada, Waterloo, Ont., writes:—

"Our motive in issuing The *Mutualist* is to maintain the interest of new policyholders, so that they will value their protection and renew it. The head office is therefore more interested in The *Mutualist* than are the agents.

"We have so many policyholders that the cost of sending a copy to each would be prohibitive. The circulation is therefore limited to those who have entered our membership during the year preceding publication.

"The *Mutualist* is published quarterly and we send out from 12,000 to 15,000 copies. The contents deal with the company and its operations, actual results under policies, insurance 'stories', etc., and is illustrated with pictures of Canadian landscapes, sports, animal life, etc. We also publish the *Bulletin*, fortnightly, for our agents only."

The Amphibian. (Monthly, 12 pages, self cover, 6 by 9, two colors throughout, goes to dealers and consumers). W. J. Sadler, Managing Director of Sadler & Haworth, manufacturers of leather belting, Montreal, writes:—

"We have been publishing The *Amphibian* monthly since October, 1918, and have derived a great deal of benefit from it.

"We publish from time to time different articles on the use of leather belting, best fasteners, and belt cement, and extracts from other papers that we consider useful to our customers and to prospects who are running machinery. We also take one or two pages to display some particular grade of our belting or belt fasteners.

"The field we cover is the consumer of belting as well as the dealer. Both our dealers and salesmen tell us that it is a great help to them, making it easier for them to sell our goods."

Canadian Bandsman and Orchestra Journal, (Monthly, 24 pages, self cover, 6¾ by 9¾, goes to bandsmen, etc.) A. L. Robertson, advertising manager of the R. S. Williams & Sons Co., Limited, musical instrument dealers, Toronto, writes:—

"We publish three monthly house organs, the most important of which is the *Canadian Bandsman and Orchestra Journal*, which has a circulation of about 1,500 and is self-supporting.

"The advertisers who pay for the space find it a most profitable medium, and as the circulation is constantly growing it is rapidly developing into a first-class little magazine. This firm's advertising is, of course, carried, free, the original intention being to distribute the magazine among bandsmen to develop instrument sales. The subscription rate is 50c. per year.

"The Resonator is published for our Edison dealers—we being the distributors in Canada of the New Edison Phonograph. One thousand copies are distributed each month.

"The Echo is published monthly for our small instrument dealers and has a circulation of about 2,500.

"We have found the house organ idea to be an excellent one, and we know that our dealers and subscribers look forward to the coming of their magazine every month."

United Briefs, (Monthly, 28 pages, goes to staff, dealers and customers). Cora L. Hunt, editor, (United Cigar Stores, Limited, Toronto), writes:—

"*United Briefs* first made its appearance in January, 1915, and consisted of four pages, which we have increased until it is at the present time a 24 page book. We are now printing 7,500 copies monthly, which quantity we are seriously thinking of increasing as the demand exceeds the supply."

Agents' Bulletin (Monthly) H. A. Cameron, publicity editor of the Great West Life Assurance Company, Winnipeg, writes:

"What we have to sell is simply service, and life insurance service is a highly technical proposition. The cold facts of the actuary must be made easily assimilable for the lay mind and desirable to the prospect. We offer nothing tangible,—nothing that can be looked at, turned over or handled.

"Our salesmen must be taught what life insurance is and does, and so in regard to our agency publication, the garment must be cut to fit. Nothing is published in our "Bulletin" that does not have a direct bearing on our business, and educative articles are in the majority.

"It is our policy to assist the work of our agents in the most practical manner possible, and so our publication features selling methods, methods of approach, handling prospects, etc. Actual field problems were solved, and through its columns ideas of the men themselves are exchanged. Self improvement in system is not forgotten, and the progress of the company, its responsibility to policyholders, etc., is an important feature.

"From the splendid letters that come from our field men and the problems which they send in to be elucidated, the "Bulletin" certainly helps them to get results. For getting results in the right way,—giving and maintaining satisfaction,—we consider our agency publication to be indispensable."

News Letter (Monthly) published by the same company).

"We have often considered the advisability of sending out to policyholders a more elaborate form of publication for their information. To keep our policyholders posted on all the latest developments of the company, a monthly publication is the only possible method. As our policyholders number nearly 100,000, the expense of an elaborate publication would be prohibitive. An admirable solution of the difficulty is the *News Letter*, which is sent out regularly to our policyholders. In it we tell them what we are doing, we take them into our confidence, tell them the effect of untoward happenings in the business, (such, for instance, as the influenza epidemic of last year), we explain to them our investment policy, where the policyholders' profits or dividends come from, and how a life insurance company differs from a "money-making" concern, in the ordinary sense of the term.

"The results are simply remarkable. We are fortunate in possessing, in the majority of our policyholders, a loyalty that is not only gratifying but that results in repeat transactions. Thousands of names of policyholders' friends and relatives come along in a continuous stream. Letters are also being constantly received from the policyholders themselves, as a direct result of the *News Letter*, asking questions on points about which they are not sure, and generally showing that it stimulates a lively interest."

In a later article, some of the most important house organs published in Canada will be reviewed, their strong points pointed out and analyzed, and suggestions made for the improvement of any which seem to have room for improvement.

Saskatoon Phœnix Now Indentified with Regina Leader Management

A thorough reorganization of the business and editorial staffs of the Saskatoon *Phoenix* has followed the securing of control of this daily by the Leader Publishing Company, Limited, which also publishes the *Regina Leader*.

T. Burford Hooke, managing director of the Leader Publishing Company, Limited is now managing director also of the Northern Publishing Company, Limited, publishers of the Saskatoon *Phoenix*. J. G. McGaw, for the past six years accountant and office manager of the *Leader* has moved to Saskatoon to assume the business management of the *Phoenix*.

Among the changes made in the editorial department of the *Phoenix* are the appointment of J. T. Hull as managing editor, and W. F. Dyer, recently with the Winnipeg *Tribune* filling the position of news editor. Under the new management the *Phoenix* is showing marked improvement, and with aggressive handling should quickly develop into one of the strong newspapers of the West.

There are rumors to the effect that the Toronto *Times* is soon to resume publication.

Ellis Brothers Limited, Toronto jewellers, are again issuing their customary holiday catalogue. This year's edition will contain 40 pages and cover, with illustrations of the more expensive items printed in colors. The engravings are the work of Grip Limited, while Rous & Mann will be responsible for the printing.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete audited report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 26,916
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Brantford, Ont., EXPOSITOR (E) 9,570
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,328
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 43,197
Produces best results for most local, national, classified dvertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE OROIT (E) 9,174
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000.

St. Thomas, Ont., TIMES-JOURNAL (E) 9,227
Only daily in St. Thomas or Elgin County, and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,271
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 5,826
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 47,385
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 38,418
April net paid 39,299. A select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 107,370
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 30,023
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,657
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Dominates the Local Field

IN the Twin City of Kitchener and Waterloo the DAILY NEWS RECORD dominates the field. It carries the bulk of both local and foreign advertising, and has the only A.B.C. guaranteed circulation in North Waterloo. The News Record is delivered into 76 per cent. of the nearly 5,000 homes in the community, and will make money for the advertiser who carries on a persistent and consistent campaign in its columns. It has made money for others and will do the same for you.

KITCHENER NEWS RECORD

Kitchener's Leading Daily. *A.B.C. Circulation*

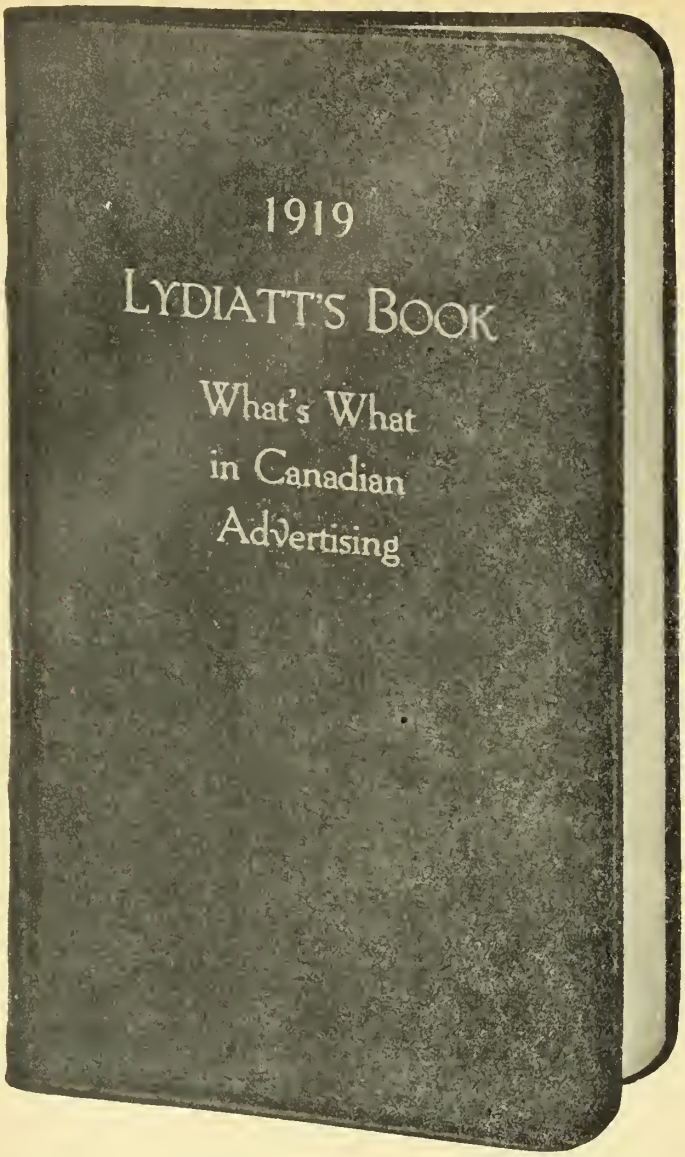
IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING



"It is quite the most valuable book of this kind that I know of.

I seldom go into a conference where such matters as media and rates are going to be discussed without this book in my pocket."

D. J. BEATTY, Advertising Dept., Northern Electric Co., Limited

The authoritative data book of nearly every Canadian advertiser. Only a few copies of this year's edition left.

Do you want one? $3 postpaid, from

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto

After Fake Publishers

Thanks to the efforts of the "Better Business Bureau" (Vigilance Committee), of the Advertising Club at Detroit, *Financial Progress*, a Detroit journal that had earmarks which resulted in an investigation, did not "progress" very far.

The Advertising Association has recently been waging a vigorous war against fake financial journals, because of the frequency with which such publications are used by dishonest promoters, who reprint "articles" from them for the purpose of deceiving the unwary investor.

While the National Vigilance Committee is working against fake journals in a national way, local vigilance committees, which co-operate with the National Committee, are alert in their own fields, looking for such publications.

"There is no room for fake journalism in any field, and certainly not in the financial field," says Merle Sidener, Chairman of the National Vigilance Committee.

He said that financial institutions and others interested in the committee's fight against fraud should immediately communicate with the Associated Advertising Clubs (110 W. 40th St., New York City) when they have reason to believe that a journal is a fake, or is selling "write ups" to stock promoters.

Bankers and others interested in legitimate investments, it is announced at the offices of the Advertising Association here, are keenly interested in the forthcoming world convention of advertising, to be held in New Orleans, Sept. 21 to 25, because one of the big general sessions is to be devoted to a discussion of how further to advance the movement against fakers who use advertising to promote their business, and especially to those who operate in the field of finance.

A. of C. A. Annual Meeting

The annual meeting of the Association of Canadian Advertisers is scheduled to be held in Toronto the end of this month. Although the exact date had not been definitely decided when MARKETING went to press, plans were being made for Thursday and Friday, November 20th and 21st.

A meeting of Hamilton members of the Association, with sales managers of other Hamilton firms, was held at the Royal Connaught hotel, Hamilton, at noon on Friday, November 14th, for the purpose of arranging monthly meetings of Hamilton members to discuss sales managing problems.

William McLeod, who during the past eleven years has been doing advertising work in Canada, is one of the principals in a new agency being started in Rochester, N.Y.

Arthur J. Hayes, former sales manager of the Ford Motor Company, London branch, recently resigned to go to Windsor as sales manager of the Champion Spark Plug Co. of Canada, Limited.

And a Fool He Was—
For Thirty Days

Thomas Pomeret Romney was his full name but of course everyone called him TOMMY POMMY ROMMY.

With such a name you would hardly expect Tommy to be a business success and he wasn't —not until the President of the C.T.R. hired Tommy to be a fool for thirty days. Unless you are an absolute fool the job is not so easy as it seems, especially when a very desirable girl appears, upon whom you wish to make anything but a foolish impression. Tommy played the fool for thirty days—the story of how it helped him in love and business is the new and startling plot of "A Prudent Prodigal" by C. Wells Nieman, appearing complete in the December

EVERYWOMAN'S WORLD

Canada's Greatest Magazine

SPERRITS

Alice Hegan Rice who wrote "Mrs. Wiggs of the Cabbage Patch" "Lovey Mary," etc. is with us again in "Sperrits".

She didn't believe in sperrits—Beulah didn't, she was not an ordinary person—in fact she was quite unique—"Her face and figure resembled a jig-saw puzzle that had been put together by an amateur. A pair of non-committal eyes, of slightly different size and colour stood guard over a nose that was really too small to look after itself, and further south on her facial map, lay a mouth that opened only when it had to and usually shut in somebody's face. In appearance and action she announced to the world that she was quite prepared to live without it and she wished the compliment returned.

"Beulah" was forced into spiritualistic seances—but read the story yourself in "Everywoman's World" for December.

A CRIMINAL—WAS HE?

Augusta and Jimmy found him camping comfortably at the foot of the Hills of Desire. Shamefacedly he admitted he was *wanted*, but Augusta in the kindness of her heart insisted on sheltering him. Jimmy warned her that they all might go to goal but—and then the unexpected happened. Read the Hills of Desire" in the December Issue.

with a host of other good fiction, seasonable articles, gift suggestions, with Katharine M. Caldwell's Household Department, which is attracting wide attention on account of its novelty and of its many original features, with the fashion hints, make-over suggestions, etc., forming in all a wonderful blend and making a great issue of Canada's greatest magazine.

Do Your Advertisements Reach Mrs. Canadian Woman?

¶ Women are the largest buyers. They buy 23% of men's wearing apparel 95% of their own and children's clothes, 90% of the food, 80% of all other household requirements. In brief—the husband earns, the wife buys.

¶ These are not our figures, but are the figures accepted by leading advertising agencies. Consider them well—then use the "Continental Combination."

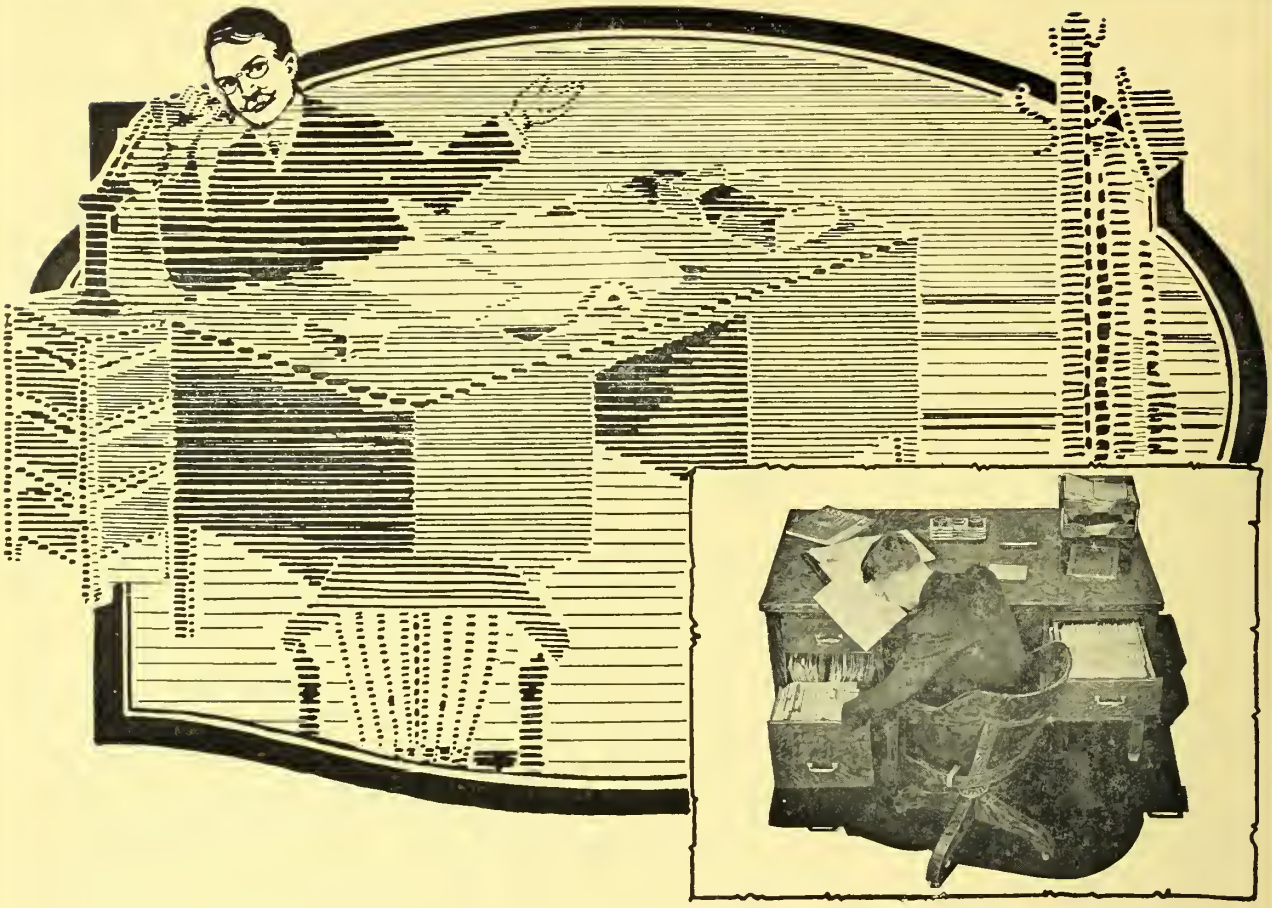
Continental Publishing Company, Ltd.

CONTINENTAL BLDG.,
TORONTO

W. H. STOCKWELL,
PEOPLE'S GAS BLDG.,
CHICAGO

212 MCGILL STREET,
MONTREAL

W. A. MOUNTSTEPHEN,
16 REGENT ST., S.W.
LONDON, ENGLAND



"It's Helping me to Greater Efficiency"

"I used to leave all my important papers—the records I use a dozen times in a day—to my assistant. She looked after them all—saw that they were filed away. *I was dependent on her, absolutely.* If she slipped up a bit and let an important paper get by, I was nonplussed when I needed it. Or if she were away, all the wanting in the world wouldn't do me any good. No use in fuming, either—I just had to wait."

"With the coming of my Efficiency Desk this was all changed."

"The papers I want to refer to quickly—those personal ones I'm liable to need at any moment in the day, are now kept right in my desk—filed just to suit my needs, where I can get the one I want in a second. My records, too are all kept in a drawer right at my fingers' ends."

"This "Office Specialty" Efficiency Desk gives me speed—eliminates costly delays while someone's hunting up a paper—keeps me in a better frame of mind. That's why I say: It's helping me to *greater efficiency.*"

Other business men—*probably you*—are up against this same problem of getting the paper they want when they want it. If you want to know an easy, sure way out—and a way that doesn't mean loading a bit of detail on your shoulders—write to-day to our nearest branch, or Home Office direct, for a Folder describing the "Office Specialty" Efficiency Desk.

THE OFFICE SPECIALTY MFG. CO., LIMITED

Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Vancouver

OFFICE SPECIALTY

LABOR SAVING OFFICE DEVICES — "Y and E" — TIME IS MONEY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W.A.Lydiatt

Big vs. Small

If volume of business is incompatible with the very best of service, then the Eatons, the Wanamakers and the Montgomery Wards cannot serve as well as the pedlar!

We stand by what we have done and are doing---though we don't stand still.

Address inquiries to

A. McKIM, LIMITED

Advertising Agency,

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

20 Cents a Copy

DECEMBER 1919

$2.00 a year

It's What People Remember And Believe That Counts

The true object of brand advertising is to build such confidence as to make purchase habitual and not merely to effect an immediate sale.

Habitual purchase can come only from belief, and belief must be cultivated by repetition and the element of time.

Street car cards give an advertiser the unique advantage of presenting his package in actual size and colors, and color not only gets attention and holds it, but arouses desire.

All the members of a family see and read street car advertising with greater frequency and greater continuity than they do the advertising in any other medium.

The Canadian Street Car Advertising Co., Ltd.

Toronto Office
Temple Bldg.

Executive Office
Bank of Ottawa Bldg.,
Montreal

Winnipeg Office
Union Bank Bldg.

Co-operate With Retailers 500,000 Canadians Will Help You

IT is decidedly constructive sales policy to extend every possible factor of co-operation to retailers. Advertising is a most important item. Advertising in these two magazines results in definite, positive sales action because it appeals to a definite class of Canadians---people who are known to be responsive to advertising. It is this responsiveness which creates dealer influence. It is a powerful factor of co-operation. This is how it works.

MACLEAN'S MAGAZINE

Let us consider a representative trading centre. St. Catharines, for instance with about 18,000 population. There are 720 families in and around St. Catharines who read MACLEAN'S regularly—3,500 individuals—people who are among the real leaders of the community. A glance at our subscription list proves it. These people are bound to influence the purchases of others. It has its effect on the dealers. It is a form of co-operation which they appreciate.

The influence of MACLEAN'S on the people and retail stores of St. Catharines is an indication of its **National** influence. Hundreds of communities are covered in the same manner, and the same positive influence are at work for the advertiser throughout Canada.

73,000 copies are now being printed monthly, allowing for an average of 5 readers to a magazine, 350,000 Canadians read MACLEAN'S. It is read in the finest type of Canadian homes. A cold-blooded analysis of advertising results proves that MACLEAN'S wields maximum sales influence at minimum cost. It wields both consumer and dealer influence.

FARMERS' MAGAZINE

The physical appearance and the contents of FARMERS' MAGAZINE plainly indicate the character of its readers---30,000 families of the prosperous and progressive type. Figured on the basis of 5 readers to a magazine over 150,000 people read FARMERS' MAGAZINE.

Their wants are much the same as those of urban dwellers. Packaged foodstuffs, high grade clothing, automobiles, accessories, bicycles, hardware, musical instruments, toilet goods, etc.—all find a ready sale to readers of FARMERS'

These items are purchased largely from local dealers. The county of Oxford is cited as an example. Over 900 influential agricultural families read FARMERS' regularly —4,600 individuals whose buying power must be appreciated by merchants of Oxford county. The same influence is at work throughout English — speaking Canada. Here is proof. A dealer writes ; "If the. . . Tire advertising has done as much for other dealers as it did for us, they should show a very substantial increase in the sale of their tires this year."

100,000 COPIES---500,000 READERS

MACLEAN'S AND FARMERS', in combination, have a circulation of over 100,000. Allowing for 5 readers to a magazine it will be seen that 500,000 Canadians read these magazines. They constitute a powerful factor of dealer co-operation because they are backed by strong reader influence. Sample copies, rates and other information upon request.

The Maclean Publishing Company, Limited

143-153 University Avenue Toronto, Canada

No. 1 of a Series of Announcements

What Do You Know Abou

YOU know, of course, what engravings have been costing you.

You know that these costs have been going up, though not in proportion with other products in which skilled labor is so largely involved.

BUT you haven't known what these engravings were costing the engraver. Naturally! Because the engraver himself didn't know.

"Ridiculous," you say? We'll agree. But it is nevertheless a fact.

THE selling prices of engravings have, until quite recently, borne no relation whatever to the cost of producing each different class of engraving.

For many engravings, representing at least 50% of the output, too little was charged. Prices charged for the rest made up the deficit, if the engraver was fortunate in having enough work of this class.

BUT during the last year or two engravers have been finding out the actual cost of the different classes of work going through their plants. Conditions have forced them to do it. Efforts to get costs down to a basis where it was possible to make ends meet, made it necessary to find out what these costs actually were.

Alarmed on discovering that so many engravings were costing so much more than was being charged for them, engravers have sought each other's counsel and experience. Careful records were kept of the production costs of hundreds of engravings in a number of different establishments. Some of the results have been astonishing.

Published by the Co

MANUFACTURING PHOTO

Issued by the Manufacturing Photo Engravers of Canada.

The Cost of Engravings?

For example:—

One type of engraving was selling for $1.50 and showed an average cost to the manufacturer of $3.05.

Another type was selling for $3.50 and showed an average manufacturing cost of $5.04.

While but two examples are cited, this same divergence between the existing selling scale and the actual cost of manufacture seemed to permeate almost every class and style of engraving.

MANIFESTLY, the difference has been made up on other classes of work, or the engraver has lost money —a condition which cannot continue indefinitely.

Confronted with these discoveries, engravers have been forced to the conclusion that they must cease selling a portion of their output at a known loss, and the balance at a sufficiently high price to offset the losses.

THE time has come when every type of engraving must stand by itself, and carry its own costs. It is the only fair and businesslike basis for charges. Nothing could be more "unreasonable" to the buyer, as well as to the seller, than charges figured on any other basis.

The cost figures of the different types of engraving have been carefully compiled and the final analysis will be found in the scale of prices known as Schedule F. This scale of prices is published for the benefit of all engravers, to show them the minimum price at which an engraving can be sold and afford a fair profit.

ommittee of the

ENGRAVERS OF CANADA

USE THE BEST PAPER
FOR THE
BEST RESULTS

The readers of The Gazette, Montreal, generally recognized as "Canada's best Newspaper," are of the class which is most responsive to good advertising. It is a "result producing medium."

It reaches every day "the people who count" and is indispensable to advertisers who desire to cover its territory.

The news services of The Gazette include its own leased wire connection with the New York Times, its own staff correspondent in London, England, in addition to the Canadian Press and other services. Its pages contain all the news, both local and foreign, and are well edited.

Its columns are representative of the best local and national advertising.

The Gazette
MONTREAL

CANADA'S BEST NEWSPAPER

Member A.B.C.

REPRESENTATIVES:

TORONTO:
W. T. MARTIN,
123 Bay Street

OTTAWA:
JOHN BASSETT,
25 Central Chambers

NEW YORK:
GILMAN, NICOLL & RUTHMAN,
World Building

CHICAGO:
GILMAN, NICOLL & RUTHMAN,
Tribune Building

LONDON, ENG.:
T. R. CLOUGHER,
18, 19, 20 Craven Street, W.C.

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIII, No. 12 TORONTO, CANADA DECEMBER, 1919

1919'S BEST ADVERTISEMENTS

Representative Canadian advertisers select for MARKETING the best advertisements they have published during the past year, with reasons for their selections. An interesting review of Canadian advertising copy from the viewpoint of advertisers themselves.

REVIEWS of current advertising are usually interesting, often instructive. But the reviewer must be under the handicap of his ignorance of the trade conditions or policies which, with so many advertisers, often influence the char..cter of the copy used.

So when it occurred to us that it would be inter..sting to publish a general review of advertising which had been done by Canadian advertisers during nineteen-nineteen, we thought: "How much more interesting to ask each advertiser to review his own advertising, and select for us the advertisements which *he* considers the best he has published during the year."

A fairly representative list of advertisers was therefor made up, including firms in all the different advertised lines of business, users of newspapers, magazines, farm and trade journals, posters, street cars and printed matter. The desire was to omit no advertiser who might be considered a prominent user of any of these mediums during the year.

To these advertisers the request was sent that they select from their 1919 advertising, the copy considered to be the best they had used. It was explained that the selection might be from advertisements that had appeared in newspapers, magazines, farm or trade papers, or any poster, street car card, circular or booklet. "Say why you choose the piece of advertising you submit," we said, "whether because of traceable results received, effect on sales, impression on trade, or because of illustration, text, typography or other reasons."

Not all the advertisers written to responded to our request. Some may have overlooked it. Others doubtless found it difficult to select any one advertisement as better than others. Indeed this difficulty is frankly stated by a few of those whose advertisements are reproduced. Only one advertiser refused our request, for what reason it would be difficult to imagine.

MARKETING thanks those who have troubled themselves to contribute to this interesting review, and hopes that the result will make the effort seem worth while. The selections are offered without comment or criticism. The order in which the reproductions appear is not intended as any indication of their respective merit, regarding which no preference is either expressed or implied.

If any more of our readers are disposed to send us their selection of their own best advertisement used during 1919, with reasons for their choice, it is hoped they will do so for publication in next month's issue.

J. S. FRY & SONS, LIMITED, J. H. Collis, manager, likes best of his advertisements the one which was adapted for use during the Victory Loan campaign, which "appeals to us as one of our best because it makes a strong appeal to mothers. It makes a contrast to the usual picture where the child wears the eternal advertising grin. It is probably more appealing to mothers on that account. It is also very brief, and we believe that a brief advertisement, providing it tells a complete story, is the best advertisement." The wording was adapted to read: "Oh dear, I do wish father would buy me some more Victory Bonds" and contributed to the Victory Loan campaign, run at advertiser's expense for two weeks all across Canada, and was said to be far and away the best of all the contributed advertisements.

THE CANADA CEMENT COMPANY, LIMITED, H. S. Vonscoyoc, manager of publicity, selects an advertisement published in the farm papers, saying: "We have kept a close check on our advertising on the basis of cost per inquiry, and it is on this basis that we give it first place in this year's series. We believe that it is the fact that this copy makes evident that a valuable book can be secured without cost which leads to the very generous response."

Canada Cycle & Motor Co., Ltd., J. H. Morrow, advertising manager, is "inclined to think that the one entitled 'What You Get for the Last $10.00 is the best of the lot, and perhaps one of the best we have ever published, although another, entitled 'Highest Cost Per Mile,' is also a good one, and the boy ad., headed 'And Then They Were Prouder Than Ever,' is somewhat more unusual and answered extremely well for the purpose for which it was intended." The advertisement first mentioned is reproduced.

Oneida Community, Limited, F. B. Marks, advertising manager, sends two of their series of advertisements, one of which is reproduced. "We have chosen these," he says, "because they represent we believe, the most highly developed and artistic newspaper copy ever produced. In addition, they form a link in powerful merchandising schemes which we have developed, including dealer window displays and dealer newspaper co-operation. For the latter we have prepared a special series of advertisements following in general the style of copy used in our own larger advertisements, thereby enabling the dealer to identify himself more closely with our campaign. This advertising was used in a campaign commencing October 23rd and continuing until December 18th and covers twenty newspapers in seventeen cities throughout the Dominion."

Goodyear Tire & Rubber Company of Canada, Limited, W. G. Steward, advertising manager, says: "No one Goodyear advertisement during 1919 stands out as deserving of special mention. All are units of a plan thought out months ahead. The accompanying advertisement is the first of a new campaign intended to 'put over' the idea 'All-Weather Tires are All-Wheel Tires.' Much care has been taken to put stress on a minor feature of the tire, the tread, without lowering the high standard set in previous advertising, which was on broad lines."

E. W. Gillett Company, Limited, J. R. Kirkpatrick, Treasurer, is one of those who finds it difficult to select any one advertisement as "best" of any used during 1919. He favors particularly the page advertisements in colors which appeared in magazines, one of which is reproduced, but "these may be good and they may be bad," it is purely a matter of personal preference. Similar copy proved very effective on the billboards.

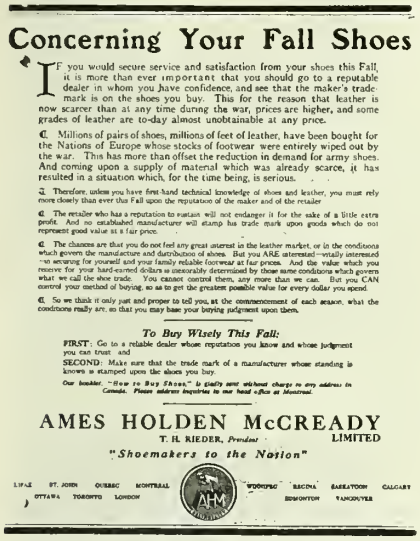
The Williams Greene & Rome Co., Limited, "do not know that there is any advertisement we have been running recently that stands out from the rest. We have been advertising W. G. & R. Shirts with Double-Wear cuffs, and the copy and general make-up of the advertisements have all been along the same lines. From criticisms received we believe that the Ace-Hi card is the best street car card advertising collars that we have shown and our sales certainly indicate that this is the case. We intend next year to introduce advertisements appealing to style, now that we have made the Double-Wear Cuff fairly well known. There is no question in our mind but what our general newspaper campaign has been the means of greatly increasing our sales of shirts, but we cannot point to any particular advertisement that is responsible for this."

The Imperial Life Assurance Company, Clifford Elvins, advertising manager, sends a copy of their advertisement "Alone" which is considered "the most effective advertisement which we have used during 1919.

"It is used to advertise our Continuous Monthly Income Policy, a form of Life Insurance which is rapidly gaining favor, both in Canada and the United States. We believe this advertisement is more attractive from a purely artistic standpoint than the majority of our newspaper advertisements. The pen and ink illustration was made by Mr. F. H. Varley, O.S.A., a gentleman who was one of the artists appointed by The Canadian War Records Bureau, and who made a great reputation for himself in the work he did Overseas under the direction of Lord Beaverbrook. This advertisement did not bring as many direct inquiries as some of our other advertisements, notably the one entitled, "Penniless Old Men,"

but the inquiries it did bring without exception resulted on follow-up in the placing of a substantial policy of Insurance in each instance, whereas, among the inquiries received from some of our other advertisements, we find a considerable number who write purely out of curiosity, or for some reason other than a genuine interest in the subject of Life Insurance.

"This advertisement 'Alone' we have used in both three and four column size in nineteen of what we term, 'Metropolitan Dailies,' throughout Canada and Newfoundland.



Concerning Your Fall Shoes

IF you would secure service and satisfaction from your shoes this Fall, it is more than ever important that you should go to a reputable dealer in whom you have confidence, and see that the maker's trade-mark is on the shoes you buy. This for the reason that leather is now scarcer than at any time during the war, prices are higher, and some grades of leather are to-day almost unobtainable at any price.

¶ Millions of pairs of shoes, millions of feet of leather, have been bought for the Nations of Europe whose stocks of footwear were entirely wiped out by the war. This has more than offset the reduction in demand for army shoes. And coming upon a supply of material which was already scarce, it has resulted in a situation which, for the time being, is serious.

¶ Therefore, unless you have first-hand technical knowledge of shoes and leather, you must rely more closely than ever this Fall upon the reputation of the maker and of the retailer.

¶ The retailer who has a reputation to sustain will not endanger it for the sake of a little extra profit. And no established manufacturer will stamp his trade mark upon goods which do not represent good value at a fair price.

¶ The chances are that you do not feel any great interest in the leather market, or in the conditions which govern the manufacture and distribution of shoes. But you ARE interested—vitally interested—in securing for yourself and your family reliable footwear at fair prices. And the value which you receive for your hard-earned dollars is inexorably determined by those same conditions which govern what we call the shoe trade. You cannot control them, any more than we can. But you CAN control your method of buying, so as to get the greatest possible value for every dollar you spend.

¶ So we think it only just and proper to tell you, at the commencement of each season, what the conditions really are, so that you may base your buying judgment upon them.

To Buy Wisely This Fall:

FIRST: Go to a reliable dealer whose reputation you know and whose judgment you can trust and

SECOND: Make sure that the trade mark of a manufacturer whose standing is known is stamped upon the shoes you buy.

Our booklet, "How to Buy Shoes," is gladly sent without charge to any address in Canada. Please address inquiries to our head office at Montreal.

AMES HOLDEN McCREADY LIMITED
T. H. RIEDER, *President*
"Shoemakers to the Nation"

LIFAX ST. JOHN QUEBEC MONTREAL OTTAWA TORONTO LONDON WINNIPEG REGINA SASKATOON CALGARY EDMONTON VANCOUVER

AMES, HOLDEN, MCCREADY, LIMITED, Roy W. Johnson, advertising manager, submits "an advertisement which we ran this fall in 250 newspapers referring to the general market conditions which affect the cost and distribution of footwear. Whether or not this is the best advertisement we have run during 1919 I don't know and I don't believe anyone else does. Its chief recommendation, to my mind, is the fact that it is an absolutely sincere and honest attempt to give the public dependable information and sound advice on the subject of buying shoes."

The Mallard

This most cosmopolitan of all ducks provides the keenest of sports for the Canadian hunter. Plentiful in the North West, but not so common in the East, it is a strong swimmer and hardy, often remaining all winter near the swift unfrozen streams of the north.

The Mallard, like most river ducks, is a surface feeder, but is also a quick diver. It comes well to decoys, particularly if one or two noisy birds are tethered with the "blocks." Overhead pass shooting of Mallards will put the sportsman to the extreme test.

To enjoy your trip after Mallards go well prepared against wet weather.

DOMINION Shot Shells

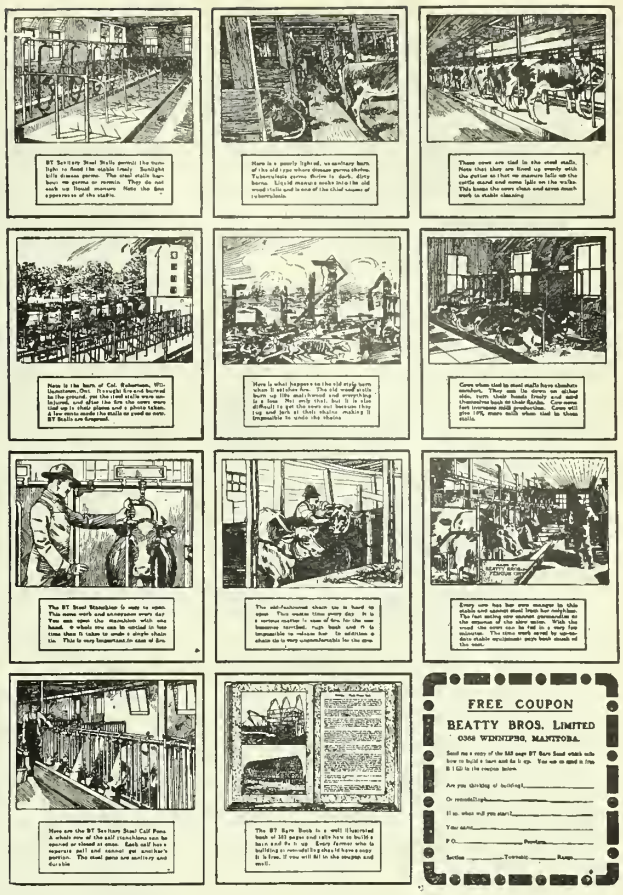
are weatherproofed and dependable ammunition for Mallards. Ask for

Canucks

with No. 3 or 4 shot and special heavy loads of 3½ drams bulk powder or 3¼ drams dense for late fall shooting.

Dominion Cartridge Co. Limited
Montreal, Canada

DOMINION CARTRIDGE COMPANY, LIMITED, M. Putnam, advertising manager, selected the advertisement reproduced as "the best among our fall series of game talks—not for the results received from this advertisement, because as you will see by the copy, our aim is not only to sell ammunition, but also the big outdoors and the game of shooting. The copy tells a story that is interesting and instructive, and we consider the art work very well done, full of action, simple and yet getting our message to the public in an interesting manner." Incidentally, Mr. Putnam thinks our idea of showing advertisers' selections of their own best advertisements a splendid one.



BEATTY BROS., LIMITED, D'Alton Potter, advertising manager, likes best a color page advertisement which is appearing in December magazines. But it is impossible to really say that this is their best advertisement until reports are received from salesmen and dealers about the effect it made on their trade. Judging from the comments made about proofs which have been sent to dealers, it will be a success. The advertisement reproduced, however, is one which *has* made good. It appeared in the farm papers last winter, and was commented on in MARKETING at the time.

"This is an educational advertisement entirely," says Mr. Potter, "and although there is a coupon in the corner, so that those who desire to write for our Barn Book may be lead to give the proper information, the purpose of the coupon is entirely secondary. The advertisement brought a great many inquiries, in fact a great many more inquiries than we expected, as we had always found that we had to advertise our big 352-page Barn Book to get inquiries at a low cost. We have a very extensive and well organized network of dealers, and about 40 salesmen, who are engaged in assisting the dealers. Our goods are well known. The farmer will not write to us unless it is for a free book. That is an inducement which our dealer has not had the liberty to offer. Educational ads. therefore do not pull a great many inquiries. However, this Educational ad. was an exception, and we therefore judge it to be an exceptionally good one.

"The ad. also received favorable comments from our Sales Force and salesmen, and they are in a position to know that advertising helps them. It attracts attention and at the same time does not take up too much space. It gives the reader more real information about our Sanitary Barn Equipment, than one would get from three of the ordinary display ads.

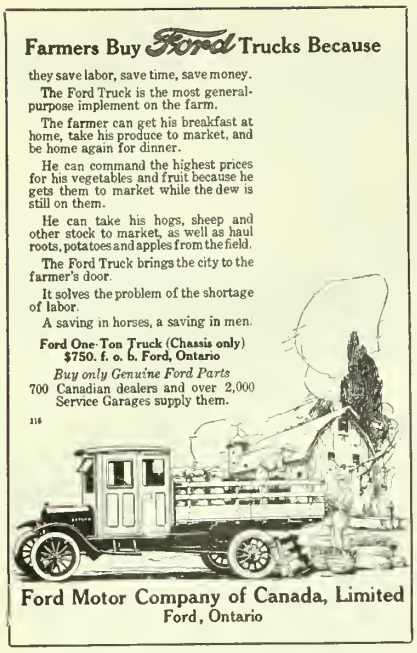
"The ad. was so popular among our salesmen and sales officials, that they have asked us to use this style for our advertising for the present fiscal year, and also in some of our circulars."

IMPERIAL OIL LIMITED, finds that opinions as to the best advertisement differ among the heads of its sales department. "We have had some attractive color advertisements, but the series represented by accompanying proofs is considered as attractive as anything we have been able to get out during the past twelve months. The advertisement selected (which is reproduced) tells the story a little better than any of the others in the series."

Polarine
FRICTION REDUCING MOTOR OIL
"Makes a good car better"

From Field Direct to User

IMPERIAL OIL LIMITED
Power · Heat · Light · Lubrication
Branches in all Cities



FORD MOTOR COMPANY, E. G. Hogarth, advertising manager, selects one of their truck advertisements as "best" for these reasons: "The illustration is typical of farm life, and shows clearly the usefulness of a Truck, and the argument covers the subject fully yet briefly, and is closely associated with the illustration."

MASSEY-HARRIS CO., LTD., F. W. Hunt, advertising manager, in sending the advertisement which we reproduce remarks that "we have no means of tracing direct returns for any one advertisement or series, but we are satisfied that these advertisements have been productive of good results, and we feel that the one sent you is possibly among the best of the series. We used a uniform style of border throughout, and the general style of the advertisements was similar, our idea being to link the different advertisements of the series in this way."

T. H. ESTABROOKS CO., LIMITED, consider "A Tribute to the Hardest Worked Merchants in Our Country," the best of any used this year, "because it has received the widest and most favorable comment of any advertisement we have ever used."

CHANNELL CHEMICAL COMPANY, LIMITED, F. M. Hahn, sales department, sends one of this Company's series of newspaper advertisements "which we consider one of the best we have.

"We believe this to be a very good drawing, compelling attention, and thus playing up the feature women most desire, beauty in their homes.

"It conveys the impression of a beautiful interior, and while it is not crowded with furniture it leaves the reader with the feeling that it is a scene from a home in which all the furniture is of a high character, thereby creating the impression that O'Cedar can be used with confidence on the most expensive furniture.

"Another feature of this advertisement is that the copy is easy to read, being of reasonable size type and set in a narrow measured column. The "balance" of this ad. makes it attractive and this, together with the fact that it is a very unusual lay-out, makes it interesting to the part of the public, and especially the women, who notice it."

THE CANADIAN H. W. GOSSARD COMPANY, W. G. Rook, managing director, selects an advertisement which appeared in Canadian fashion publications, "which we consider one of the best Gossard advertisements that has appeared recently. We always find that the average woman is interested in the nine ideal figures, illustrations of which appear in this advertisement. There is also a splendid catch phrase which attracts the attention of women, and a selling argument that follows, which we believe produces results."

GILLETT SAFETY RAZOR CO. OF CANADA, LIMITED, H. S. Beecher, advertising manager, finds it "rather difficult to send only one advertisement or one piece of dealer material that we could say was our best that we have done so far, in either creating interest, sales results, impression on trade, etc. We have, therefore, attached a few ads. and a dealer window strip and have commented upon them below. We will leave it to you to decide just what you would consider best to illustrate in your article to appear in the December issue.

"Although we have run many good ads. in Farm publications, the attached advertisement (which is reproduced) showing a hand holding a razor is one of our best recently run appealing to farmers. It created a great deal of interest and attention, and our salesmen have reported that this ad. has been successful in opening up many new accounts, and securing orders in small towns by showing to dealers this ad. in the publication in which it appeared.

"One of our recent topical style advertisements, tying up with Armistice Day, resulted in our receiving many complimentary letters from various people outside of our Organization, commenting upon our quickness in tying up with the topics of the day.

"We feel that you will also be interested in receiving a copy of our advertisement entitled "The Shadow on the Wall." This ad. has been used in towns where a barbers' strike has occurred.

"Our posters as well as dealer helps also are an important factor in making Gillette sales. We are attaching a reduced size copy of our poster which is now appearing on the poster boards throughout Canada. This reduced size poster was sent to all Gillette dealers to put on their windows or door glass, to enable them to tie up with the Campaign.

"It is too early to predict the sales results from this particular window strip, but we feel confident that it will play an important part in increasing our usual big Gillette sales."

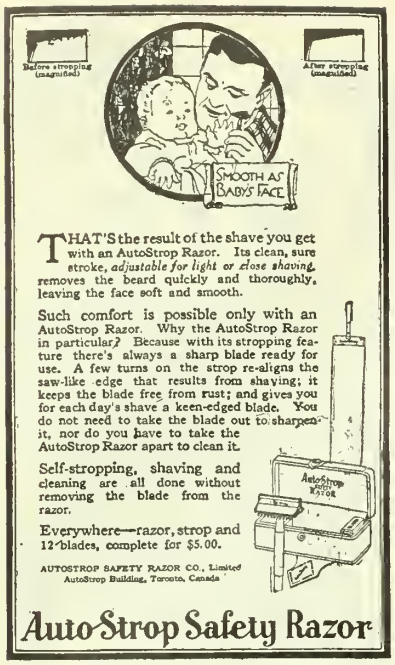
THE MUSICAL MERCHANDISE SALES CO. (Brunswick Phonographs), F. A. Trestrail, manager, finds it hard to choose between two advertisements, only one of which can be reproduced. The illustration and text of the other, however, is similar to that on the left of the one shown and has the rather commanding headline: "What Shape *Is* a Horn?" "This is reason-why logic which the prospective purchaser remembers, and when he goes to look at different phonographs he immediately asks for something to compare with the Brunswick Ultona and round all-wood horn, and which he then learns no other phonograph possesses." Of the advertisement which we reproduce he says: "It embodies both of our exclusive features. To this is traceable a good deal of business and new interest in the Brunswick, because we linked it up with our selling talk and supplied each of our dealers with copies of it to paste in their window along with a display of the Brunswick showing this oval horn. The slogan "Your Next Phonograph Will Be a Brunswick" has become very popular with the Brunswick dealer, and you will notice it on our twenty-four sheet poster campaign now in Toronto."

JOHN TAYLOR & COMPANY, LIMITED, sends the complete alphabet series of newspaper advertisements, 60 lines double column in the original. All being of the same order, one is reproduced, "as it would be impossible to pick out any one of these advertisements as being better than the rest. The idea is based upon a child appeal, intended to reach the parents through the children. This campaign has been remarkably successful and thousands of inquiries have been pouring in each month for sample cakes of Infants-Delight. In 1918, we ran a series of Mother Goose advertisements, and offered a Mother Goose book to anyone clipping out three advertisements and sending them to us. During the year we received more than 25,000 inquiries and sent out a like number of books. The records for 1919 are not yet complete, of course, but we believe the total for this year will be far in excess, and every inquiry means a sample of the goods placed in a home."

SWIFT-CANADIAN COMPANY, LIMITED, says of their advertisement that it "appealed to us for the reason that it is purely and simply a quick attention-getter. No involved argument is used to convey the message, but the story of the actual use of the product advertised is put across in picture form which may be grasped at a glance."

THE C. TURNBULL CO. OF GALT, LIMITED, "cannot state whether this (advertisement reproduced) has had greatest effect on our sales or not, but we think it is our best advertisement from its impression on the trade, general argument and display."

BRANDRAM-HENDERSON LIMITED, say of their advertisement that "results cannot be traced but this advertisement found most favor among retailers and salesmen on the road."



Auto-Strop Safety Razor Co., Limited, does not find the desired selection easy.

"Direct results, which form one reliable index to the pulling power of an advertisement, are absent here as in all general advertising, and so we are left with nothing but our own intuition and experience to go by. However, if we were asked point-blank as to what advertisement, in our judgment, most forcibly struck the keynote of all Auto-Strop advertising, we should say, the one which illustrated the thought "Smooth as Baby's Cheek," for we are in agreement here with what we conceive to be the general view that any razor that can accomplish this result must be indeed some razor. And we have never denied that that is just what the Auto-Strop Razor is.

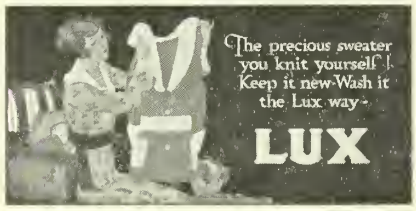
"Of course, we are speaking now without reference to the special, or Christmas advertising. Here we are on somewhat difficult ground; for the wide disparity in size between the regular and the special advertising gives an undue advantage to the latter which hardly permits of a fair or indeed any comparison. Taking the current full page advertising by itself, our choice of the series would be the advertisement headed, "Your Dealer Will Gladly Demonstrate it to You." Our reasons for this selection are largely based on motives of strength and human interest.

"The advertising of non-stropping razors, as is well known, tends to create an impression that the stropping of a razor is time-consuming, burdensome, tiresome and every other thing that it is not. Therefore, the man who is not using an Auto-Strop Razor pictures a razor with a stropping attachment as something very bulky, awkward to carry and operate. Hence, our selection of the advertisement in question, which, because it embodies the essential explanations on the points referred to, successfully, in our opinion, controverts this view.

"First of all, it acquaints the reader with the fact that an Auto-Strop Razor is so much like any other safety razor in appearance that it cannot be told apart from it—so far at any rate as size, fittings, case, etc., are concerned. Then it goes on to explain that only by taking the razor in hand and seeing the strop put through the razor without anything being taken apart; that only by observing the mechanical perfection of stropping, that it cannot be wrongly done, can the user realize the value of the Auto-Strop Razor in comparison with any other make.

"We believe that all men are practical enough to understand that a razor must be stropped. It, therefore, remains to make it known that the stropping process as it relates to the Auto-Strop Razor is so perfect and easy that it can be done in less time than it takes to change a blade in any non-stropping razor. Because the "demonstration" advertisement makes clear the several advantages of the stropping over the non-stropping razor, we consider it, as we have intimated, the best of the recent series."

Louden Machinery Company of Canada, W. J. Stewart, sales manager, send an advertisement of Louden Hay Tools, used in farm papers, as "the best advertisement we have issued during the current year's advertising campaign. Illustrations, text, display, typography, doubtless all have their part in the making of an advertisement, and you can doubtless show us where we can improve the sample, but in passing judgment on an advertisement from our standpoint, it must produce inquiries and help move the goods. All our advertising is judged from this standpoint alone, and this advertisement has measured up." This comment emphasizes the value of the advertiser's opinion as against that of any outside critic.



Lever Brothers Limited, W. M. Mackay, advertising manager, advertising several different lines, likes the street car card best of the Lux advertising, "considering it generally artistically attractive and telling its own story for the one particular use of Lux." He thinks the Sunlight advertisement which is reproduced the best of their current newspaper series.

Atlantic Sugar Refineries, Limited, G. F. Morrow, advertising manager, selects an advertisement which appeared in the newspapers the early part of the year, as "one of the best of a series featuring Brown Sugar. I wouldn't say it was the best, because they were all good insofar as carrying a definite appeal in each one is concerned. This one, however, was our lead off advertisement, and smacks of an old-time atmosphere. It features an old-fashioned recipe book with old-fashioned recipes for use with old-fashioned brown sugar. In all our experience none of our campaigns made a more popular appeal. Every housewife it appears was anxious to get hold of a sugar similar to that in vogue when she was a child. The requests for recipe books were enormous, much

greater than in any of our campaigns on granulated sugar.

"We can only judge advertising by its results and I must say that our management was much gratified with the increased sales that came promptly following the appearance in the newspapers, magazines, and on the billboards of this Lantie Old-fashioned Brown Sugar Advertising."

NORTHERN ELECTRIC COMPANY, LIMITED, D. J. Beatty, advertising manager, selects their advertisement entitled: "The Telephone Saves You Time, Trouble and Money," as "so much the best in our 1918 series of rural telephone advertisements that we decided to repeat the copy this year, and it still continues to give very gratifying results.

"In our Rural Telephone Advertising, we have found that it is not worth our while to try to trace the results of inquiries received, to sales, for the reason that the average sale is seldom consummated until several months after the inquiry is sent in.

"We do, however, keep a close check on all inquiries received as a result of our Farm Paper Advertising and at the end of a year, we are not only able to tell which paper pulled the best results but also which copy brought in the greatest volume of inquiries. All of our Farm Paper copy runs in two sizes 48″ and 27′. The former are used when outside back covers are taken in weekly farm papers."

GENERAL MOTORS OF CANADA, LIMITED (McLaughlin Motor Car), M. Bergey, advertising manager, could not reduce his selection to less than four "best" advertisements, which he describes as follows:

"ANNOUNCING A TRIUMPH." Any motor car advertisement which announces new models will attract attention. This advertisement was in our opinion the most effective announcement ad. we ever had because in addition to announcing the 1920 models it carried the impression of general nation-wide popularity and stability."

"DIGNITY." This advertisement was chosen as one of our best, because the idea of luxury, dignity, comfort and refinement is carried by the illustration as well as by the copy. Appearing as it did concurrent with the visit of the Prince of Wales in various cities, it was the source of much comment.

"TRAIL BLAZERS." We chose this ad. as one of our four best, because our company were pioneers in building the motor car in Canada and the illustration carried this without any reference to it in the copy. A larger percentage of dealers wrote for stereos of this ad. than for any other.

"WISE MEN." We think this is one of the best of our series because we believe that advertising is not so much a Selling Force as a Buying Force. We advertise not so much to sell cars as to buy customers—to create good will—to have our product more widely and favorably known among motorists. To this end we believe the subtle, indirect suggestion is more potent than the statement of superior quality. This ad. is our Christmas announcement in the magazines and farm papers containing color printing."

The last-mentioned seems most favored, and is therefor the one we have chosen to reproduce.

OTTAWA PAINT WORKS, LIMITED, T. H. Price, advertising manager, favors an advertisement used on trade paper covers. This, they think "has been most instrumental in bringing home the bacon." This advertiser makes a strong feature of a calendar offer in other trade paper advertisements, and is particularly partial to his posters.

BORDEN MILK COMPANY, LIMITED, W. H. Dunn, manager sales department, believes their advertisement which we reproduce best of a number of splendid ones in their newspaper series. "First, it is sufficiently large to command attention, regardless of position in the paper. Second, the caption 'A milk and a size for every need' has caught the attention of consumers, and has been favorably commented on by the trade. It serves to convey our idea that Borden's St. Charles Brand fills every milk need; while with regard to economy by stocking the different sizes this story is told by the illustration."

HAMILTON CARHARTT COTTON MILLS LIMITED, is another advertiser in the position of having no decidedly "best" advertisement. "Each advertisement in the series used during the present year has been designed to perform a certain definite function; to emphasize certain features in the construction of Carhartt Overalls and Allovers or Gloves in a specific way so that the reader, whether he be a present consumer of Carhartt products or not should have some arguments for preferring Carhartt Overalls, Allovers or Gloves. We believe the present advertising as a whole has accomplished this aim very satisfactorily. However, since you have asked us for an example we should single out as typical of Carhartt advertising the enclosed specimen for the reasons mentioned."

CANADIAN CHEWING GUM COMPANY, B. H. Bramble, sales and advertising manager, has no method available for accurately checking the results or effect of any particular advertisement, so that his selection must of necessity be almost entirely a matter of individual opinion. "And as you know," he says, "if you get six people to criticise a piece of copy you are more than likely to get half a dozen different opinions. An advertisement which I might consider perfectly sane and complete in its appeal, might, in your judgment, be perfectly rotten." Why he takes it for granted that our opinions would conflict, we are unable to say.

"But with the foregoing in mind," he sent a proof of the Chiclet advertisement which "appeals to me as being the best of copy we ran this year; although when you ask me for definite reasons, I can only say that I haven't any—that I think so just because I think so. Of course it must be admitted that the type of art work is particularly well suited for reproduction in newspapers—even a paper with the poorest kind of printing facilities could hardly ruin this advertisement in reproducing it. But I cannot even put that forward as a reason for picking this advertisement out as our best piece of copy; because we have had several other advertisements that possess this same virtue. I hope, however, that you and the readers of MARKETING will agree with my impression that 'It's a bear.'

GILSON MANUFACTURING CO., LIMITED, H. G. Mack, advertising department, consider the engine advertisement of theirs which is reproduced, to be "by far the most successful engine advertisement we have used for some time, its cost per inquiry being lower than any other advertisement we have used, with the quality of the replies up to a high standard. We check our advertisements very carefully for the number of inquiries received. We have tried out advertisements that have been dressed up to what appeared to us to be more attractive, both large and small, but we found that this simple, plain advertisement brings home the bacon."

THE MCCLARY MANUFACTURING CO., D. George Clark, advertising manager, finds our request something akin to asking a parent which one of his children he likes best and to give his particular reasons. "We do not feel that we could properly criticise our own advertisements and are, therefore, forwarding you a complete set of those used during the present year. This style of advertising was different to our previous policy. You can readily understand that there was no manner of tracing direct results from this advertising other than general enquiries for booklets, which, of course, we receive all the time." One of the series is reproduced as typical.

CANADA STARCH COMPANY, LIMITED, H. H. Cromwell, advertising manager, sends an advertisement which has been used for trade paper covers. "We think this is one of our best from the standpoint of color combination and the suggestiveness of the good things than can be cooked with this particular commodity. It is terse, outstanding copy, and in short, tells practically the whole story at a glance.

BELDING PAUL CORTICELLI, LIMITED, R. T. Chandler, assistant sales manager, likes their Christmas advertisement best of their series. It appeared in colors in December magazines. "The majority of our advertising," he says, "has received very favorable comments up to date, especially that pertaining to Corticelli Spool Silk which is probably the best known brand of spool silk on the market.

"The advertisement we have chosen, however, as being the most attractive is Christmas advertisement, which appears in the December magazines. This particular ad. features a Corticelli article which is steadily increasing in popularity.

"We have received many favorable comments regarding the copy and layout of this advertisement."

WALTHAM WATCH COMPANY, LIMITED, A. S. Falle, managing director, finds it difficult to say "which of our copy we consider to be the best, because we feel that all our advertising this year has been very effective. In connection with the advertisement sent

(*Continued on page 490*)

HOUSE ORGANS PUBLISHED IN CANADA

The first time anything like so complete a list of Canadian house organs has been compiled. Will our readers kindly advise us of any errors or omissions. List compiled by MARKETING with the assistance of

W. J. HEALY

PROBABLY the most complete list of house organs that has ever appeared in print was that published in four instalments in *Printers' Ink*—issues of Aug. 29, Sept. 5, 12, and 19, 1918.

This list, which was apparently compiled with much care, and was intended to be as complete as possible, contained a total of about 1200 names of house organs published in the United States and Canada. The Canadian publications appearing in the list totalled only twenty-five, and of these five have been discontinued for some time since.

Taking the remaining twenty Canadian house organs, and adding the names of about eighteen others that were known to the writer—also allowing for a possible dozen or so that were no doubt being published, unknown to the writer or MARKETING—it was stated in the August issue of MARKETING that the total list of Canadian house organs was about fifty in number.

Since that article was written, additional information has been coming in steadily until, at the time this December article went to press, the number reported had grown to ninety-one. While this may be somewhere near the complete list, it is possible that there are at least a dozen more that should be added before the list could be said to be absolutely complete.

The list here published might be analyzed in a number of ways that would be interesting to advertising men. Perhaps the most useful analysis to make first is to see which lines of business have produced the most house organs.

LINES OF BUSINESS USING HOUSE ORGANS

Life insurance companies are the most prolific producers—there being at least eleven life insurance house organs being published in Canada. Printing houses come second with seven, machinery manufacturers third with six, automobile manufacturers next with four. Clothing manufacturers, musical instrument manufacturers and newspapers each are represented by three house organs; belt manufacturers, manufacturers of building supplies, meat packers, manufacturers of drugs, stove and furnace manufacturers, paper manufacturers, department stores, paint manufacturers and wall paper manufacturers are represented by two each; while twenty-nine other lines of business have each produced one house organ.

There is apparently no house organ being issued in Canada at present by any confectionery manufacturer, manufacturer of electrical supplies, furniture manufacturer, electric railway or power company, envelope manufacturer, fence or gate manufacturer, film exchange, elevator manufacturer, florist, foundry supply house, manufacturing furrier, wholesale grocer, hat or cap manufac-

FIRM NAME AND BUSINESS	TITLE	ISSUED	SIZE	EDITOR	CIRCULATION
Ames, Holden, McCready, Ltd. Shoe Mfrs., Montreal	Shoe Facts	Monthly	9x12–16 pp. self cover 2 colors	R. W. Johnson	10,000 Footwear dealers
*Armour & Co. Limited, Hamilton, Ont.	Amour Magazine				
Atlantic Sugar Refineries, Ltd., Montreal.	The Red Ball	Monthly	5¼x7¼–16 pp., 2 color cover	Gerald F. Morrow	Dealers
British Whig Publishing Co. Ltd.	More Pep	Monthly	4½x6½–16 to 20 pp.	Leman A. Guild	Patrons and Prospects
Hal Brown Optical Co., Toronto, Ont.	The Eye Glass	Monthly	5¾x8½–9 pp.		
Canada Steamship Lines, Limited, Montreal	By-Water Magazine	Monthly	8½x11¼ 56 pp. and cover	Garnault Agassiz	10,000
Canada Cycle & Motor Co. Ltd.	Vim	Monthly	8½x11–8 pp.	J. H. Morrow	Bicycle trade
*Canada Metal Co. Ltd., Toronto.	The 100-Ton Booster				
Canadian Adv. Agency Limited Montreal	Publicité Publicity (Bi-Lingual)	Monthly	6x9	Charles Holmes	
Canadian Consolidated Rubber Co. Ltd., Montreal	The Dominion		6¼x9¾–16 pp. and cover	W. F. Bilger	Emplyees Branch Offices
Canadian Fairbanks-Morse Co. Ltd., Montreal.	Auto Links	Twice a month	8¼x11¼–16 pp. and 4 pp. supplement	E. A. Adams	7,500 dealers
Canadian Kodak Co. Ltd., Toronto.	Kodakery	Monthly	5¼x7½–32 pp. and cover		Camera users
Canadian Oil Cos. Ltd. Toronto, Ont.	Canadian Oil News	Monthly	3¾x6¼–16 pp. and cover	C. L. Archbold	Users of Oil
Canadian Pacific Ry. Co. (Dept. Colonization, Montreal.)	Agricultural & Industrial Progress in Canada	Monthly	8x10½–12 pp., 2 colors	N. S. Rankin	5,000
Consumers Gas Co., Toronto.	Gas News	Quarterly	6x9–12 pp.	G. W. Allan	85,000 Gas Consumers
Croft & Wright, Printers, Toronto.	The Wright Croft Review	Bi-monthly	4½x6–folded		Printing Buyers
*The Curtis Co. Ltd., Windsor, Ont.	After Five O'Clock				
*Daly & Morin Ltd., Lachine.	Dal-Mor Doings				
Darling Bros. Ltd.	The Darling Digest	Monthly	6x9–16 pp.	E. B. Curzon	4,000 agents, etc.
Wm. Davies Co. Ltd., Toronto.	The Packer	Quarterly	4½x9–24 pp., 2 colors embos. cover	A. Phillips	5,000
Debenhams, Canada, Ltd. Wholesale Millinery, Montreal.	The Debenham Milliner	Monthly	4¼x6¼–9 pp. and cover		Retailers
*Dominion Chain Co. Ltd., Niagara Falls, Ont.	Connecting Links	Monthly	6x9	L. A. Muller	Employees
*Dominion Messenger & Signal Co. Limited, Toronto.	The Symbol	Bi-monthly	5½x8½–16 pp.	S. B. McMichael	
Dominion Textile Co. Ltd., Montreal.	Behind the Counter	Monthly	6¾x10–16 pp.	B. B. Cooke	20,000 clerks
The Excelsior Life Insurance Co., Toronto.	Excelsior Life Banner	Monthly	7½x5½–16 pp.	C. P. Muckle	500 employes
Federal Engineering Co. Ltd. Toronto, Ont.	Belts	Bi-monthly	4½x7⅞ 20 pp.	S. C. deWitt	5,000
Ford Motor Co. of Canada, Ltd., Ford, Ont.	Ford News	Monthly	8¾x11¾–12 pp, 2 colors	E. C. Hogarth	Dealers and employes
*C. E. Frosst Co. Ltd., Montreal.	Frosst's Drug Topics				
General Motors of Canada, Ltd., Oshawa.	Motor Sparks	Weekly	8x10½–4 p.	M. Bergey	Employes
Gillette Safety Razor Co. Ltd., Montreal.	The Gillette Blade	Monthly	6x9	H. S. Beecher	Employees
The Globe.	The Retail Merchants Globe	Monthly	8 column, 6 pp.	A. Clarke	7,000 Retail merchants
Goodyear Tire & Rubber Co. of Canada Ltd., Toronto.	Goodyear Tire News	Monthly	7½x9¾–16 pp.	C. H. Clancy	8,500 dealers
Gray-Dort Motors Ltd., Chatham, Ont.	Gray-Dort Doings	Quarterly	6x9–12 pp. and cover		15,000 motors
Great West Life Assurance Co., Winnipeg, Man.	(1) Bulletin (2) News Letter	Monthly Monthly	24 page 4 page	H. A. Cameron	1,500 30,000
Greenshields & Co., Investment Bankers, Montreal	Monthly Review	Monthly	8x10½–6 pp.	J. H. Copeman	Investors
The Gurney Foundry Co. Ltd. Toronto	The Gurney Link	Monthly	8½x11–8 pp.		Employees, Branches
Halifax Shipyards, Limited	The Shipyard Times	Monthly	6x8¾-12 pages and cover	C. J. Fraser	Employees
The Herald Press Ltd., Montreal.	Graphica	Monthly	5¾x8½–16 pp. 2 colors		Buyers Printing
The Home Bank of Canada, Toronto.	The Home Bank Monthly	Monthly	9x6–8 to 16 pp.	By Staff	Staff, etc.
House of Hobberlin Ltd., Wholesale & Retail Clothing, Toronto.	The Hustler	Monthly	6x9–12 pp. and cover	T. E. Ward	Employes and dealer
*Hydraulic Machinery Co. Ltd., Montreal.	The Pulp Press				
Hydro-Electric Power Commission of Ontario, Toronto.	The Bulletin	Monthly	7x10–32 pp.	W. M. Bostwick	1,400 Municipal supts.
Geo. H. Hees Sons & Co., Toronto.	The Window	Monthly			
Imperial Oil Co. Limited, Toronto.	Imperial Oil Review	Monthly	8⅞x10¾–20 pp.		Employes

Firm Name and Business	Title	Issued	Size	Editor	Circulation
Imperial Life Assurance Co. of Canada, Montreal.	Imperial Life Guard	Quarterly	5¼x7½–32 pp. and cover	C. Elvins	40,000
	Agents News	Monthly	6x9–12-20 pp.	J. B. Parker	800
Laurentide Co., Limited, Paper Mfrs., Grand Mère, Que.	The Digester (Bi-Lingual)	Monthly			
R. G. Long & Co. Ltd., Men's Clothing, Toronto.	Bobs Booklet	Monthly	3½x8½–16 pp. 2 colors	T. M. Humble	Prospects
Marcil Trust Co., Montreal	Thrift	Monthly	7x9½–64 pp.	J. P. Callaghan	8,000
John Martin Paper Co., Ltd., of Winnipeg, Man.	Martin's Papyrus Monthly	Monthly	6x9-12 pp. and cover		Printers and makers of paper
Marshall Ventilated Mattress Co. Ltd., Toronto.	Marshall Bed Post	Monthly			
Massey-Harris Co. Ltd., Toronto.	Massey-Harris Illustrated	Bi-monthly	7½x10⅝,–16 pp. and cover	F. W. Hunt	75,000
McArthur, Colin Co., Wall Paper Mfg., Montreal	The Wall Beautiful	7 times yearly	6x9–16 pp.		5,500
McClary Mfg. Co., Montreal.	McClary's Wireless	Monthly	6x9–24 pp. and cover	Margaret S. Wade	8,200
McLennan, McFeeley & Co. Ltd., Vancouver, B.C	The Sunset	Monthly	5¼x8–44 pp.		1,500 mills, mines, etc.
*Geo. B. Meadows Co. Ltd., Toronto.	Meadows House Organ				
	Meadows Mfs. Monthly				
Metropolitan Life Assurance Co.	The Metropolitan	Quarterly	7⅞x11–12 pp.		362,000policy holders and prospects
*Miller-Morse Hardware Co. Ltd', Winnipeg, Man.	The Business Builder				
The Mortimer Co. Limited, Ottawa, Ont.	The Thinker	Monthly	5½x8½–16 pp. and cover		4,500
H. Mueller Mfg. Co. Ltd., Sarnia, Ont.	MuellerInternational News	Monthly	6x9–16 pp.	A. B. Buckeridge	1,000 employes
Mutual Life Assurance of Canada, Waterloo, Ont.	The Bulletin	Bi-monthly	9½x12–8 pp.	B. W. N. Grigg	
	The Mutualist	Quarterly	6x9–32 pp. 2 col. S.C.	B. W. N. Grigg	5,000
National Drug & Chemical Co., Montreal.	National Drug News	Monthly	6x9–16-24 pp.	E. G. Brewer	4,000
North American Life Assurance Co., Toronto.	Nalaco	Monthly	6x9–16 pp.	A. J. Hutcheson	1,000
Jas. A. Ogilvy's Ltd., Montreal.	The Shopper	Monthly	16 pp. self cover, 2 col.	D. L. Weston	Customers
	The Booster	Monthly	9x12–4pp.	D. L. Weston	Employes
Pathe Freres Phonograph Co. Limited, Toronto	Pathé Crowlets		6x9–12-16 pp.	J. Lyle Blogg	Dealers
W.G. Patrick & Co. Limited, Toronto.	Patrico-Crusader.	Monthly	4½x7–12 pp.	J. R. S. Gee	1,000 Retail Merchants
*Renfrew Machinery Co. Ltd., Renfrew, Ont.	Renfrew-Times				
Richards-Wilcox Canadian Co. Ltd., London, Ont.	Doorways	Monthly	5x7½–16 pp.	W. R. Yendall	8,000
Sadler & Haworth, Mfrs., belting, Montreal.	The Amphibian	Monthly	6x9–12 pp, S.C., 2 col.	W. J. Sadler	Trade
Sarnia Chamber of Commerce Sarnia, Ont.	The Sarnian	Monthly	6⅝x9⅝–8 pp.		
Noble Scott Printing Co., Toronto.	Ginger	Monthly		Noble Scott	
Sherbrooke Daily Record, Sherbrooke.	Red Link Magazine		8½x11–4 pp. s col.		700
Sherwin-Williams Co. Ltd., Montreal.	The S.W.P.	Quarterly	12½x18½–8 pp. 2 col		Dealer
Spanish River Pulp & Paper Co. Ltd., Sault St. Marie, Ont.	Spanish River News	Weekly	9x12–8-24 pp.	Margaret Coyne	Employes, Salesagents customers and friends
Stauntons Ltd., Wall Paper Mfrs., Toronto.	Gilt & Glimmer	Monthly	4½x6–16 pp. and cover	O. E. Dalton	5,000
G. F. Stephens & Co. Ltd. Paint Mfrs., Winnipeg, Man.	Stephens Paint News	Monthly	6x8¼–16 pp. and cover	W. S. Cumming	2,500 dealers employes
Sterling Printing Service Ltd., Montreal.	The Sterling Mark	Monthly	9x12–4 pp. 2 colors	E. Dreier	Buyer, printing
Sun Life Assurance Co., Montreal.	Agency Review	Monthly	6x9–40 pp. and color, 2 col.	W. F. Steedman	Agents, employes
	Sunshine Magazine	Quarterly	8½x11–16-24 pp.	W. F. Steedman	15,000
Tooke Bros. Ltd., Shirt & Collar Mfrs., Montreal.	Tooke Talk	Monthly	6x9–12 pp. S.C. 2 col.	F. C. Wolever	Retail dealers.
Trussed Concrete Steel Co. Ltd., Walkerville, Ont.	Truscon Topics	Monthly	8½x11–4 pp.	F. Cruse	Trade
United Cigar Stores Ltd., Toronto.	United Briefs	Monthly	8¼x10¼–24pp. 2 col. C.	Cora C. Hunt	7,500
Waterous, Engine Co. Ltd., Brantford, Ont.	Waterous Engineering	Monthly	16 pp.	L. M. Waterous	
Whitman & Barnes Mfg. Co., St. Catharines, Ont.	The Right Angle				
R. S. Williams & Sons Co. Ltd. Musical Instrument Dealers, Toronto.	Canadian Bandsman and Orchestra Journal	Monthly	6¾x9¾–24 pp. S.C.	A. L. Robertson	1,500
	The Echo	Monthly			2,500
	The Resonator	Monthly	6x9–16 pp. self cover.		1,000
Willys-Overland Ltd., Toronto	The Willys-Overland Starter	Monthly	8½x11¼–8 pp.		Employes, dealers
*P. B. Yates Machine Co., Hamilton, Ont.	Yates Quality				

*No information received from these.

Several further articles dealing with the make-up and use of house organs are on hand for publication in forthcoming issues of MARKETING. Also some very practical information dealing with other forms of direct-by-mail advertising.

turer, ladies wear manufacturer, lumber firm, office supply manufacturer, plumbing supply manufacturer, roofing manufacturer, safe and vault manufacturer, soap manufacturer, toilet goods manufacturer, tea or coffee company, trust company, waterproof clothing manufacturer—and many other lines that might possibly use this form of advertising to advantage.

The function of the house organ is best illustrated by the fact that it is used to the greatest extent by those lines of business which need to do the largest amount of educational work to sell their product or service. Life insurance is perhaps one of the most complex, intangible commodities sold, and the one that the fewest people buy of their own uninfluenced volition. A great deal of education, explanation and persuasion is required, not only to sell it but to keep it sold. Apparently the house organ has proven to be a valuable means of accomplishing this end.

Machinery and mechanical devices also require a considerable amount of education to effect their sale on profitable lines. In many cases the introduction of a new machine or labor-saving mechanical device means the displacement of some other machine if the new one is sold. This involves a good deal of educational work to convince the prospective buyer that he will profit by scrapping his old machine or selling it at a loss, in order to install the new one. Hence the need of some regular means of communication in which the machinery may be shown in complete detail by illustrations and explained minutely in the text. The house organ appears to have established its value for this purpose.

The accompanying list, which is as complete as we have been able to make it at the present time, will no doubt be useful to those who have been following this series of articles.

We would be glad to receive particulars and copies of any publications which should be added to the list.

A Third Farmer's Paper

With already two newspapers of their own in Canada it is said that the farmers are preparing to start a third in New Brunswick. For some time the Western Farmers have been publishing *The Grain Growers' Guide*; six months ago the United Farmers of Ontario purchased *The Sun*, and turned it into their official organ under the name of *The Farmers' Sun;* now the farmers of New Brunswick are reported to be preparing to run their own.

Arrangements are said to be under way to co-ordinate the three papers. If the present proposals are carried out each paper will maintain its editorial independence, but the advertising departments will be linked up. To make this the more feasible, it has been suggested that *The Farmers' Sun* be modelled on *The Grain Growers' Guide*, and published in magazine form. The farmers' organ in New Brunswick will adopt the same size when it is published.

H. H. Wager has been made Western Manager for the Sherwin-Williams Company.

EFFICIENT SALES MANAGEMENT

XI—Planning the Campaign—The Organization in Action

Some essentials of successful prize contests for salesmen. Typical contest described. The point system of credits. More about incentives and reward in next month's Marketing.

By E. St. Elmo Lewis

THE prize contest for developing the campaign along certain rules of progress has become a feature of all sales department work where any attempt is made to control and develop sales efficiency.

While it is impossible to show the countless variations of the plan of prize giving, one or two illustrations of the principles involved will be sufficient.

*Principles**. 1. There should be a reward for good business and for following the rules of the game; and, a punishment for failure to win an average or to follow the rules.

2. There must be a frequency of reward, *i.e.*, don't keep men waiting for several months or a year for the prize. Treat prize-giving homeopathically, little rewards given frequently are worth more than a big reward given once a year.

(Note—This does not mean that you should not give cumulative rewards at the end of a year in *addition* to monthly rewards.)

3. Make your rewards definite, fixed, both as to requirements, amount, nature and date of payment.

4. Never make a prize of a questionable favor, such as giving a man a vacation to which the custom of the trade entitles him anyhow.

5. Always "make a fuss" over both the giving of the prize and its presentation. The one maintains interest in the contest for the reward, and the other caters to the man's love of glory and recognition.

6. Make the reward *personal* and for definite work to be judged by predetermined and published standards.

7. Don't change your conditions against the men during a contest. If you have made a mistake that penalizes you, stand for it; but if you have made a mistake that penalizes the men, change it.

8. Give your reward promptly, announce the results plainly and compliment the men who win.

9. Make your rewards bear some relation to the task, *i.e.*, for extraordinary results do not pay ordinary rewards. Make a stunt look possible and worth while by providing a big prize for it.

10. Rewards must be fitted to the character of the men, the business and the grade of wages.

(Note—Men receiving small "living" salaries appreciate money prizes, while $5,000-a-year salesmen will often double their working hours to win a $5-hat.)

*These principles are the well-known scientific management principles for handling rewards.

A Typical Contest

The Pyrene Manufacturing Co. fixed their years business at 1,000,000 fire extinguishers and $1,000,000 of fire appliances in addition.

The country is divided into twelve sales divisions. Each division receives a quota. This is in turn divided among the salesmen of the division as the manager appraises the possibilities of the territories (Investigation and Standardization).

At the end of the month each man's work is judged by the average of his sales both in extinguishers and fire appliances (Standards and Principle No. 3).

A cash prize is awarded each month to the salesman in each division who stands highest (Principles 1 and 2).

If one of these salesmen stands highest in his division during any three successive months of the year he receives an additional cash prize, and if he stands highest during six successive months, he gets an additional cash prize, making a cumulative prize for cumulative effort (Principle 9).

Helping the Factory by Sales Contests

Prizes for selling must keep in mind factory conditions and good business sense. The factory wants a steady demand for its goods. The Pyrene contests meet this by putting its standards on a basis that tends to produce a steadier pull.

"We believe," said their sales manager, "that the true measure of the salesman's ability is whether he can do a little better next month than the month before. In other words, his work should continuously improve."

PROGRAM

G. W SPAHR — Chairman

MONDAY

Roll Call

WELCOME { Gersham Smith, G W Spahr; O E Bradmayer, R L Houston; J S Ogsbury, T J Watson

Introduction by members of convention

Developing Temperature in a district — J. L Hyde

Experiences in meeting objections and one best sale (Prize to be followed by a two-minute talk from each member) — J L Coughlin

What we do and whom we serve — Gersham Smith

TUESDAY

Roll Call

Adapting yourself to the job — T R Jones

Value of demonstrating machines in the office — R T R Hastings

How to use the special knowledge of individual members of the organization for the best interests of the Company — M W Sheldon

Value received by our customer — P. P Merrill

Co-operation with representatives of allied companies — Melville Breed

Talk by Mr T J Watson

Best method of increasing list of prospects — C R. Ogsbury

Methods of arousing interest in prospects — W F Titus

WEDNESDAY

Roll Call

Campaign — O E Bradmayer

Necessity of proper organization for securing prospects — J F. Heimann

Value of demonstrating machines in the field — A E Nelson

The written report before the order is placed—its advantages and disadvantages — R. T Burroughs

Talk by J S Ogsbury

Successful methods in selling prospects and closing the order — E C Richter

Successful methods in closing business in a scattered territory — C W Stoddard

THURSDAY

Roll Call

Payrolls and labor distribution — Pierre Bonicoeu

Talk by R L Houston

Selling municipalities and state government departments — J. T. Wilson

Starting a new installation — R W. Tyler

Service to customers — C L Hayes

Principles involved in planning and drawing up the sales card for the big corporation — W D Jones

Sales records as viewed by the C-T-R — F W Nichol

Extending the use of machines in the transportation field — H D Cooles

FRIDAY

Roll Call

Advertising — Walter Logan and Members

Mechanical subjects

Records, past and future — C. W Spahr

A Typical Sales Convention Program

The big prizes, therefore, in the quota contest are based on the point system.

The Point System of Credits for Performance

At the ends of January each salesman was awarded ten points. Then, if Smith earns a larger percentage of quota in February than in January he is given an additional 20 points; if he sells more in March than in February he is given 30 points; 40 more points if he repeats the performance in April, 50 in May and so on. Thus, if he improves each month during the year he can make a maximum of 780.

If, however, he fails to get a higher percentage of his quota in June than he did in May, he will get no points for the month of June. If he does better in July than in June, he starts again with 10 points and gets his 20 points in August if he repeats the task, and so in he continues to improve each succeeding month.

At the end of the year all his points will be added up and the ten salesmen in the United States who have the greatest number of points awarded cash prizes totalling $550. This point system tends to do two things:

(*a*) Produce a steadier amount of business during the year.

(*b*) Produce a steadier development of the salesmen.

The division office making the highest percentage of quota gets a loving cup, and the salesmen and office people of the three highest divisions of the twelve, will be given dinners *at which executives of the Company will be present.* (Principle 5.)

Division managers are personally awarded substantial prizes for results achieved by their salesmen.

The contests are based on the Company's rulings and decisions governing the acceptance of orders. All cancellations, or deliveries not made on orders, are subtracted from the salesmen's totals of orders received during the month in which the cancellations are received.

Speeding Up the Salesmen

The Pyrene sales manager sent out nearly every day to every salesman a bulletin similar to the one shown on page 466. The salesman needs ammunition and lots of it. He gets tired of the same old arguments presented in the same old way. The manager's job is to keep the salesman sold and enthused. The personal letter can be used for small forces, the bulletin in the larger organizations.

The bulletin must say something and the preaching must be disguised.

Pyrene Manufacturing Company

BULLETIN

FANATICS SPREAD FIRE

February 5, 1917.

The break of diplomatic relations has set loose a horde of fanatics and cranks. Already they have begun to spread destruction by fire. The Saxon Automobile plant, The Deutschland pier, Gingel's warehouse in Philadelphia, one hundred alarms in twenty-four hours in Kansas City, the sinking of a steamship in Charleston harbor, the attempt to blow up the United States destroyer in Philadelphia, the calling out of the militia, guarding of bridges, highways, etc., all show that the worst effect of the break in diplomatic relations will be the immediate danger of fire to the national assets.

* * *

Within ten minutes after President Wilson's note had appeared in the newspapers on Saturday, the International Arms and Fuse Co. of Bloomfield, N.J., phoned us an order for 100 extinguishers. We opened the factory, loaded the goods on our truck and delivered them within an hour. This is only a sample of what will happen.

* * *

Every munition plant in the United States will immediately provide itself with the maximum fire protection.

* * *

Then tell why Pyrene is the best protection—because it can be immediately delivered to them—because they can equip their factories, steamships, buildings, etc., with a large supply immediately—because anybody can use Pyrene—because regardless of the number of watchmen in service, cranks will elude them. No human means can stop fires starting, but Pyrene can stop them from spreading.

* * *

Get all your enthusiasm, all your energy, all your convincing personality into the dramatic story which you spread before your prospects.

* * *

The first large business will come from munition plants, but those orders can be taken on the telephone and require little salesmanship.

* * *

The big thing that you can do is to give the warning to the unsuspecting, unawakened factory superintendent, building owner, etc.

* * *

Probably the Atlantic Seaboard will first be aroused to its danger but the Middle West is in no less danger. We all know by experience how slow everyone is to realize the dangers in a situation like this. Especially will the Middle West be slow to see that the state of impending war may bring dire calamity. It is up to every Pyrene salesman to spread the word of warning effectively.

* * *

If you could merely sell the night watchman in your territory, you would more than make your February quota.

* * *

First go after munition plants.

* * *

Then go after other factories.

* * *

Then after buildings.

* * *

Then after oil wells.

* * *

Then after all steamships and steamship yards.

* * *

PROTECT YOUR HOME!

Every big city will have its militia guarding public buildings, bridges, etc.

* * *

Remember we are fully prepared to deliver Pyrenes and Pyrene Liquid immediately.

* * *

This is our chance to do a wonderful public service—it is each man's chance to make his February quota and to duplicate the wonderful accomplishments of the month of January.

Cordially yours,

F. F. FLANAGAN,
Sales & Adv. Manager.

Specimen of Daily Bulletin to Salesmen

Here are some paragraphs from the "Pyrene Bulletin:"

Nine-tenths of our business is created. By that, I mean that we would sell only one Pyrene to every ten we now sell if we were satisfied with the present demand. But we all see the big opportunity and the big need for Pyrene, and therefore nine of every ten Pyrene sales are a result of high-grade, forceful, convincing, enthusiastic specialty salesmanship.

The following is policy talk and you will notice it gives reasons:

We will be extremely strict in giving our jobbers discount. Please don't suggest to anybody that they should apply to us for a jobber's discount. Don't tell anybody that there is any chance for them to get our jobbing discount. We are cutting off jobbers every day and expect to continue to do that until we have on our books as jobbers only a very small number of established, big, reputable jobbers who absolutely will maintain prices. They are the only ones we want. We do not want the small fellows.

This is a bit of "ginger," but not preachy because it shows a standard method of estimating equipment for use of extinguishers.

You can make your quota in February. Go after industrial business hard. Use Chief Guerin's booklet to get you in to see the factory superintendent. Sell everybody in the factory up and down the line and go to the purchasing agent last to take the order.

Make definite recommendations as to the number of Pyrenes the factory needs (one to every 2,000 feet for ordinary risks and one to every 500 feet for special risks). Use the first-aid kit to get in. Put your best fire prevention knowledge into the suggestions you make. Play up the Fire-Appliance Department big, especially waste cans, safety cans and chemical engines. Don't go out of any factory without an order, no matter how small, even if only for a soda and acid recharge. Get into the factory in order to retest whatever Pyrene extinguishers they have and see that they are filled.

Here is a suggestion with respect to covering a territory, and it is hitched up to a concrete example. Salesmen can't dismiss such instructions as "theory."

Salesman H. A. Rose sold 94 Pyrenes in two days in the town of Woodbine, Kansas, population 300, 98 buildings. Work your small towns to the same effect.

They sell the advertising to the salesmen by making him see how it is helping him make sales. Incidentally it shows how the management is hitching up the advertising to the sales effort.

To assist you in putting over your month's quota, we will have a big advertising campaign to factories. I am attaching proofs of our advertisements to this letter. The magazine advertisements will appear in the March num *American Magazine*, *Everybody's*, and *World's Work*, in the February 10 issue of the *Saturday Evening Post*, February 17 issue of *Literary Digest*, February 24 issue of *Scientific American*, with a total circulation of 4,000,000. This is the first industrial advertising campaign ever put out by this company. It is up to you individually to make it pay in YOUR territory.

After all, the great, big, single element in selling is the psychological element, as a writer on the subject of war has recently said:

"It is the spirit which decides in war to-day as well as in former times; it is the spirit of command and the spirit of the troops. Resolution and boldness have the same ascendancy as of yore; the proud privilege if initiative is valid as of yore; victory, as of yore, is not tied to a definite system, but may be gained in a variety of forms even against substantial numerical superiority."

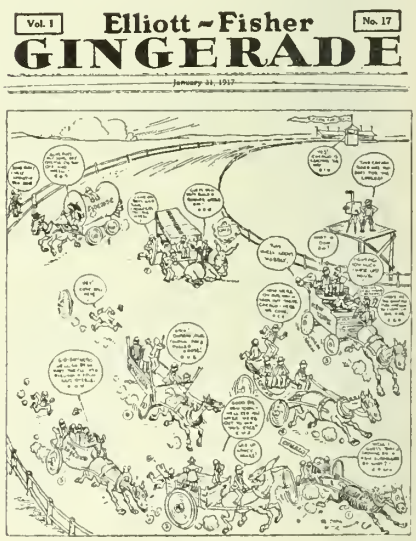
You can have ample resources of material things, capacity to build a large supply and make prompt deliveries, and yet you may, in a comparative sense, achieve the most insignificant victories, that is, obtain only a very small percentage of returns from the amount of capital you invest and worse, from the opportunity which you have. If the organization is lacking in bold and resolute leadership because it has no rewards for bold and resolute leaders or because the organization itself depends upon its material things rather than upon its spiritual resources, if it is lacking in initiative because it is looking backward rather than forward, if it depends upon tradition and system and sacred edicts of grandfathers rather than upon what the day and the hour require, then it must be satisfied with a mediocre achievement at best, if not a slow decay.

Next to failure in business success in business is the greatest trial of the business manager. Any close analysis of the great successes that have lasted but for one generation will show what I mean, when I say that next to failure, success is the greatest source of failing in business.

Continuing what this writer on war says:

The ultimate and supreme factors of success must be looked for in the psychical qualities of individual factors and of the people; and beyond the consequences of victory and defeat, moral strength and moral greatness retain an importance which determines historical development in the last and supreme instances.

Those businesses which in the "last and supreme instances" succeed have



Form of Sales-Bulletin Visualizing Contest Campaign

This method appeals to the play-a-game instinct, strong in all of us

CONVENTION ISSUE, 1917

THE DICTAPHONE MOUTHPIECE

MR. FRANK DORIAN
General Manager of the Dictaphone. The man who made the Dictaphone what it is today. A man whom every man of us admires and is proud to work for. "Our Boss"

MR. NATHAN F. MILNOR
Our Sales Manager. The man who does things and gets things done. The man who is our inspiration and our ideal. A friend to all—true all through.

Middle of January — THE DICTAPHONE — Vol. V—1917

COLUMBIA GRAPHOPHONE COMPANY, Sole Distributors, Woolworth Building, New York

THE DICTAPHONE CONVENTION

Well, it's over!

It was a long time coming, a great time while it lasted, and a time to be remembered for all time.

We were certainly the fellows who put the *vent* in Con*vention*. We vented our woes and our worries, our joys and our successes. But we vented one thing surely—good fellowship. That Convention was one furor of fellowship. Every one of the 89 men on deck went back with 88 firm bound friends.

What we didn't know about the Dictaphone we found out at the Factory and what we didn't know about each other we found out at the Banquet! The man who was lucky enough to be at the Convention and did not return home with one tremendous impression of the Dictaphone, its executive officers, its factory and its salesmen, does not know what a Convention or a Dictaphone is.

And now we are "Going Way Back Home to Have a Wonderful Time!"

With the knowledge of the men and the equipment back of us, with the knowledge of the kind of fellows at work just over the fence, with the knowledge of what is expected of us, we have a fairly healthy opinion of a few of the things we can do in 1917 to keep that quota button on the northwest corner of Mr. Dorian's coat lapel.

"A Wonderful Time" tells the story. A wonderful time we had at the Convention and a wonderful time we're going to have in the new year.

Long legs to the swift—we're all out for the January start, with a 100% increase over the glorious record of the past.

On your mark.

A world's record in 1917!

The helpful human touch in Sales-Bulletins

had the cold sense to recognize when men have outlived their usefulness and have passed them on to the pension roll.

Devices of the Campaign—Competitive Standpoint

In conditions of strong competition, the sales aim is to constantly do what the other man cannot do in order that you may make the campaign as favorable to yourself as possible. For instance, when a well-known adding machine company wished to meet new competition, it began to make and market machines that competitors had never heard of in order to accomplish two things:

1. If the article was better than anything the competitors could offer, it meant that the company making it would have an advantage in quick sales, thus maintaining the *morale* of its organization as a victorious body of salesmen.

2. If the competing company attempted to keep up with the originator, it would have to use a considerable quantity of its capital and its time in the development of these new devices, thereby leaving the field to the older company for the marketing of the ordinary type of machine.

In any event, the older company clearly had the advantage. In the one, it would reap a profit in an entirely new field with which to fight the new comer in the old field, while if, on the other hand, the new comer tried to enter the new field, the old company would then put the pressure on the standard lines, and reaping profits there would pour them into the establishment of its new machines in competition with the new company.

From a competitive standpoint under modern government regulated conditions, theoretically every competitor is supposed to stand on his own bottom, so to speak. As a matter of fact, he does not and never can. As the psychic element in the sale is the most important and any advertising man or sales manager with the true advertising and selling sense can create an atmosphere upon his own advertising and about his own work favorable to his own production that competitors do not have an opportunity for a fair chance. In my own mind I am well convinced that just because a man wants to go into a game is not reason why he should be guaranteed immunity from the competition of brains. Anything is unfair where a fool is in competition with a wise man. It is the most unfair contest in the world and it is as old as the world.

The fact is just as old, also, that the fools and boobs of the world generally get together to put as many hobbles on genius and wits as they possibly can. They do this under various guises. Sometimes they call it ethics, at other times they call it law, justice, equity. They manage to confound it sometimes with public policy and public rights. Probably one of the most outstanding evidences of this is the present tendency to favor the farmer at the expense of the rest of the world, to coddle him in his inefficiencies and permit him to lay under tribute all the rest of society.

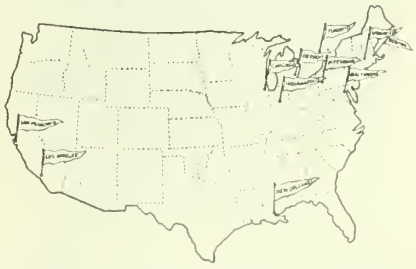
During the past ten years we have seen the phenomena of the regulation of capital and of business. The two efforts were generally considered identical until the threatened railroad strike of 1916 brought the social body to a realization that we needed to regulate labor. That attack is going to be the next great crusade. It will begin when society becomes conscious that labor and capital are both servants, and labor and society are not synonymous any more than capital and society. Then after we get through with labor we are going to have to regulate the farmer.

The competitor stands upon his own bottom only in so far as he is able to use the available machinery for his own protection as against his strong neighbor. The main thing in competition is always to preserve your own initiative, always force the fighting, always maintain your supremacy in the minds of the people. You must be the all-pervading, all-embracing source of interest; you must be the one concern that in the minds of the people is giving the best service. To

(Concluded on page 497)

THE DICTAPHONE MOUTHPIECE

ON THE MAP!



On the map for February! Too many of our stores did things in February to limit our map to one. This doesn't mean "getting on the map" is easy. It means that instead of one store "doing things" the whole Dictaphone selling field is on its toes.

Here are the eleven triumphant cities which landed—and well deserved to land—"on the map" during February

CHICAGO—With the biggest month of its history by over sixty per cent.

BALTIMORE—With a two hundred per cent. increase over February 1916.

LOS ANGELES—With a two hundred per cent. increase over their record of February 1916.

WINNERS OF INDIVIDUAL CONTEST

(Held During February, 1917)

Here are the men who pulled their opponents off their feet in the first Individual Contest of 1917. They are men whose names are familiar, faces famous and records formidable.

F. R. Casseday, Chicago
William Uhlhorn, Chicago
F. S. Ward, Salt Lake City
D. H. Rineard, Harrisburg
C. A. Wright, Philadelphia
W. O. Ryle, Los Angeles
L. O. Mathews, San Francisco
A. B. Walker, Chicago
W. A. Maguire, Boston
G. C. McClellan, Kansas City
A. J. Jones, New York
E. M. Hilty, Philadelphia
H. R. Peterson, St. Paul
F. J. Clark, Indianapolis
J. J. Grimsey, Seattle
V. C. Fuller, Detroit
W. L. Donaldson, Pittsburgh
H. H. Cross, Chicago
W. H. Bedard, Atlanta
J. T. Clark, Boston

Two Contests, between sales offices and individual salesmen

A. of C. A. HOLDS SIXTH ANNUAL MEETING

Representative gathering of Canada's National Advertisers in two-day's sessions reviews organization's activities, discusses many practical questions and plans extensions. Membership growing. New officers elected.

THE Sixth Annual Meeting of the Association of Canadian Advertisers held at the King Edward Hotel, Toronto, on November 20th and 21st, brought forth a large and interested attendance.

Every session was characterised by earnest discussion of the many and varied problems and tendencies that confront the national advertiser—problems that post-war conditions have only accentuated.

A number of these conditions were discussed at considerable length. For instance, individual members of the Association viewed with some misgiving the tendency among national advertisers to use larger and still larger space. The concensus of opinion seemed to be that this condition was caused by a blind following of the other fellow's lead—a regular advertising "spree" so to speak—that much smaller space could be used just as effectively if careful attention were paid to display, copy, position, etc.; and that such a course would be to the advantage of everyone—even the publisher, menaced as he is by a serious paper shortage.

The question of objectionable advertising, especially in many of the larger dailies, provoked a great deal of discussion and much criticism. The general opinion was that entirely too much advertising that could be legitimately styled objectionable was appearing in many large newspapers; that this was not in the best interests of the advertisers, the public or the papers themselves. It was decided, among other things, to again send a resolution to the Canadian Press Association expressing strong disapproval of this class of advertising. As in the past, this whole question will be placed in the hands of a representative working committee.

Another condition dealt with at length was the difficulty of obtaining authentic circulation figures from some class publications and trade papers. Strong exception was taken to the attitude of such publications in reply to repeated requests for accurate information, the consensus of opinion being that advertisers should insist on *verified* circulation figures being forthcoming before using any publication. A few trade papers were mentioned as being especial sinners in this regard.

Increased advertising rates as a result of circulation-getting campaigns were frowned upon, as it was generally considered that such additional circulation does not represent increased value to the advertiser.

The increase in special editions—often undertaken on the flimsiest of excuses—canvassing for labor organizations and other causes which amounts to a veritable plague for many advertisers, were also criticized. It was unanimously felt that members should refrain from the use of such media in every case possible, as too frequently this was a waste of the advertiser's money and merely tended to increase the number of publications of this character.

A committee was appointed to gather data in connection with direct-by-mail sales promotion, distribution of direct-by-mail advertising, store helps, etc., this data to be made available for the use of all members.

The increased cost of engravings, electrotypes, etc. was also discussed, many members seeming to feel that present prices were unreasonably high.

On Thursday evening the annual banquet took place in the banquet hall of the hotel, to which were invited a number of publishers, advertising agents and others. The speaker of the evening was Mr. Lloyd Harris, who has recently returned from a year's work in England and Europe as Chairman of the Canadian Trade Mission in London. In a very interesting and instructive manner Mr. Harris outlined the work he had accomplished in England and Europe. "The greatest thing I did was to discover the British Empire" was one of his pithy remarks. He then went on to instance the wonderful possibilities of trade within the Empire that lay before Canada if she set herself deliberately to the task of going after export business. The various parts of the Empire were taken in turn and the export trade prospects for Canada with each were graphically outlined.

Mr. Harris further stated that to grasp these tremendous opportunities, Canadians to a man would have to take off their coats and produce to the limit, consuming as little as possible for the next year or two at least.

Other speakers were: J. M. Macdonald of the Canadian Manufacturer's Association; W. J. Taylor, President Canadian Press Association and J. J. Gibbons.

Betts Elected President

On Friday afternoon the election of officers for the coming year took place, resulting as follows:

President	W. C. Betts,
Vice-Pres.	D. Geo. Clark,
Treasurer	J. R. Kirkpatrick,
Secretary	Miss F. E. Clotworthy
Directors	A. D. Cridland,
	E. G. Hogarth, B.S.A.,
	F. W. Hunt,
	F. W. Stewart,
	W. G. Steward,
	H. S. VanScoyoc.

The elevation of Mr. Betts to the presidency was an appreciation of his sincere interest in the Association and of the varied duties he has performed efficiently ever since becoming a member of the Association.

The following firms were represented by the men whose names appear below:

W. C. Betts, S. Davis & Son, Limited, Montreal.
D. Geo. Clark, McClary Manufacturing Co., London.
W. T. Gregory, The Cowan Company, Toronto.
D. J. Beatty, Northern Electric Company, Montreal.
H. S. Beecher, Gillette Safety Razor Co., Montreal.
F. M. Hahn, Channell Chemical Co., Toronto.
W. M. Mackay, Lever Brothers, Toronto.
J. R. Kirkpatrick, E. W. Gillett Company, Toronto.
Col. A. A. Campbell, Battle Creek Toasted Corn Flakes Co., London.
F. H. Edgington, Tuckett Tobacco Co., Hamilton.
W. H. Duffield, John McPherson Co., Hamilton.
A. Guimond, L. O. Grothe Co., Montreal.
H. S. VanScoyoc, Canada Cement Company, Montreal.
C. Elvins, Imperial Life Assurance Co., Toronto.
C. G. Shelley, Petrie Manufacturing Co.
B. H. Bramble, Canadian Chewing Gum Co., Toronto.
W. G. Steward, Goodyear Tire & Rubber Co., Toronto.
H. E. Mihell, Imperial Varnish & Color Co., Toronto.
A. G. Picard, Lowe Brothers, Limited, Toronto.
F. W. Hunt, Massey-Harris Company, Ltd., Toronto.
W. E. Clarke, The Pedlar People, Oshawa.
E. G. Hogarth, B.S.A., Ford Motor Company, Ford, Ont.
H. L. Corey, Champion Spark Plug Co., Windsor.
J. L. Davidson, Canadian General Electric Co., Toronto.
H. G. Roberts, Williams, Greene & Rome Company.
A. D. Cridland, Canadian Kodak Company, Toronto.
F. T. Stanford, Canada Life Assurance Co., Toronto.
John Harris, Nugget Polish Co., Toronto.
R. Cale, Penmans, Limited, Paris.
R. P. Smith, Wm. Neilson Company.

Many other members were unavoidably absent, but sent their proxies.

* * *

Among the new members present at the meeting were A. Guimond, of L. O. Grother, Montreal; H. L. Corey, Champion Spark Plug Co., Windsor; J. L. Davidson, Canadian General Electric Co., Toronto; C. G. Shelley, Petrie Manufacturing Co., Toronto, and John Harris, Nugget Polish Co., Toronto.

The Association certainly has growing pains just now.

* * *

No matter how he dodges, J. R. Kirkpatrick cannot escape that nemesis of his—the Treasurer's job. He has been trying these many years. That's the penalty of efficiency! But it is certainly worth the price of admission to see his face when the annual announcement is made.

(*Continued on page 478*)

VANCOUVER TEA PACKER INVADES EAST

Tackles Ontario tea strongholds with aggressive sales and advertising campaign. Chicago advertising agency responsible for advertising copy.

ONTARIO has been invaded with a new package tea backed by a strong and comprehensive advertising campaign.

Lanka Tea!

It enters the Ontario field in face of strong competition from package teas that have been firmly established on the market for twenty years and more.

Another interesting fact about this new tea is that it is being put on the market by a Western Canadian firm, Wm. Braid & Co., Vancouver, B.C., who have been selling tea and coffee on the B.C. market for many years.

The war changed trade routes. Prior to the European outbreak practically all our teas came from the East by way of London, England. The submarine menace directed shipments the other way with the result that a large quantity of the tea that has been consumed in Canada during the past three or four years, has come to us by way of the Pacific Coast seaports. This change in transportation routes has enabled Wm. Braid & Co. to import their tea at an advantage in some respects over other firms. It was this reason, together with the fact that they believe they have a real good tea proposition, that decided them to jump into the Ontario market and face the already strong competition.

Lanka tea is a Ceylon tea. Lord & Thomas, Advertising Agents, Chicago, are responsible for the advertising campaign which is outlined as one of the biggest in a foodstuff line that has been put on in Ontario for some time.

The start included full pages as the opening announcements in the Toronto newspapers, full pages in trade papers and colored announcements in some of the magazines. Full page space will be retained in the trade papers for several months and smaller space will be used in the newspapers. An attractive book explaining the quality of the tea and the advertising campaign has been sent to every grocer in Ontario.

When Wm. Braid & Co. first decided to sell on the Ontario market, their representatives came East to look over the situation. The first point was how they would market their new tea. After due investigation they decided to market it exclusively through the wholesale channel to the retail trade. They appointed agents in Toronto, S. H. Moore & Co., who could be got in touch with readily for any information desired at any time. It was felt that by utilizing the already established selling staff of the jobbers throughout the Province, more rapid development would be secured in the important work of obtaining distribution. It was further decided that all jobbers taking on the line would sell at a stipulated price to the retail trade and that there would be one price from retailer to consumer—75c. per pound.

The company then looked about for an advertising agency to handle the account. Many of the Ontario agencies already were tied up with competitive lines. Some of the others were anxious to secure the account but their outline of the campaign did not commend itself to the firm and finally Wm. Braid's representatives went to Chicago and interviewed Lord & Thomas.

"Lanka" was not always the name of the tea. In the first place it was practically assured that the new tea would be put on the Ontario market as "Braid's Ideal Tea." The advertising agents in Chicago, when consulted, were very much against this, claiming that the word "Ideal" did not really convey the idea of "tea." It could be applied to toothpicks equally as well for instance.

This was opposed to the idea of the Canadian advertising agencies as those who were prepared to take on the account thought that "Braid's Ideal Tea" properly advertised and backed by the right kind of merchandising methods, would "put across" the product. At any rate the geography map was consulted, the dust was removed from the Ancient History and it was discovered that "Lanka" was an old name for Ceylon, that it expressed in a better way the spirit of the East, and "Lanka" was the name decided upon.

The opening shot in the campaign was a full page in the newspapers and color pages in the magazines

Before the opening shot in the campaign was fired, the Company's representatives together with the selling agents in Toronto and a representative of the advertising agency, held a series of conferences with the salesmen of Ontario jobbers to explain to them the scope of the campaign, how it was being conducted, the method of selling the tea, and other information which the travelling salesmen would have at their finger tips when selling the retail trade. These meetings were held in Toronto, London, Hamilton, Ottawa and Kingston. This idea tended to familiarize the salesmen of the jobbers with the important selling points of the tea. Reed L. Parker, who had charge of the campaign for Lord & Thomas, in each instance, gave the salesmen a forceful talk on the importance of getting behind Lanka tea so as to put it on the shelves and counters of the grocery stores in the province. He made the important statement that in putting across a campaign of this character its success could be attributed to 10% advertising and 90% merchandising and selling methods and dealer co-operation. The general advertising paved the way for the salesmen of the jobber and for the retailer and removed any resistance that might be found in the minds of the prospective purchasers of a new line of tea such as this. It is interesting to note that 300,000 lbs. of tea had been sold to the trade before even the name of the tea was settled.

A competition has also been established among the salesmen of each jobbing house. The salesman selling the largest number of original cases gets the prize. Original cases were stipulated because it is an easy matter to get half a dozen or a dozen packets on the grocer's shelves but it means real salesmanship to introduce a case or more. This would also mean a greater endeavor on the part of the retailer to dispose of the tea if he bought in cases. Salesmen had been out prior to the campaign with samples. With a knowledge in advance of the character of the selling campaign, they have been introducing Lanka tea into a great many stores. The campaign to the consumer began on Monday, November 17. The advertising agents are now working on a follow-up campaign when the present series of copy has been completed in 12 weeks' time.

The development of the campaign which includes the expenditure of many thousands of dollars, will be watched with a great deal of interest by advertising men and men interested in marketing methods in view of the competition from the already established lines on the market.

"Selling to Merchants by Mail"

This will be the general title of a new and intensely practical series of articles which we will begin in the January issue of MARKETING.

Almost any business concern can get more sales by mail, if it goes the right way about it. There are many "secrets" in successful selling by means of circulars, letters, enclosures—tested methods of appeal, in presenting your proposition in the most effective way, in preparing your folders, reply cards, etc., in the forms that have been proved to pull biggest results—and many other details drawn from a wealth of experience, will be disclosed in these articles, illustrated with many examples to show you "how" and "why."

KIRKWOOD'S LETTER FROM LONDON

Many textiles advertised in England. Book publishing profits difficult to realize. Selfridge success grows by advertising. Standard rate cards being agitated. Attractive cooked foods copy. Interesting comment from MARKETING's English correspondent.

By John C. Kirkwood

NEOLIN has arrived in England, and is being advertised. It may be, of course, that Neolin arrived long ago, and has been advertised previously; but it seems to be quite an unheard of thing by some retailers of footwear. In a bootshop in Piccadilly—a retail branch of a British boot manufacturer—I asked for a boot with a Neolin sole, and the salesman had never heard the word.

The only boot sole that I have seen advertised in Great Britain is Dri-ped, a chemically tanned leather with a surpassingly long life. Only a very few makers of branded footwear provide boots soled with Dri-ped, and I have not seen any advertisement of any bootmaker announcing the fact that boots can be obtained with Dri-ped soles.

Perhaps the advertising and success of Neolin will, in time, lead the Dri-ped makers to learn the power of advertising as a means of enlarging the market for their excellent product, and will persuade them to employ advertising in large manner. Britain is rich in unused opportunities, which means that hundreds of British manufacturers still require to be taught the use and power of advertising as a means of widening, enlarging and insuring distribution for their manufactures.

Textile Advertising

Yet one class of manufacturers in Great Britain has seen the light, and is walking in the way thereof, namely: the makers of cotton fabrics. Here is a class of manufacture the problem of whose publicity is not altogether simple, inasmuch as the fabric made cannot always be readily identified by the consumer. When the fabric in the piece is sold, there is the selvedge, on which the trade-mark can be woven, but when the fabric is made up into garments, then the identification mark disappears and reliance must be placed on the manufacturer or retailer to mark, or affirm in some way, that the garment is made from the advertised fabric.

Notwithstanding this difficulty, several makers of cotton manufactures have succeeded in establishing a demand and market for their trade-marked fabrics. I am sending you several advertisements of trade-marked fabrics, and would like to hope that some of the Canadian makers of cotton cloths of fine quality may be stimulated by British achievement to believe (1) that their manufactures can be trade-marked; and (2) that a consumer-demand for them can be developed and maintained by publicity in consumer-mediums.

Charles F. Higham Moves Up

In a former letter I told of Charles F. Higham's identification with a moving picture producing agency. The prospectus of this Company has made its appearance, and makes interesting reading. The authorized Capital is £1,000,000, and shares are offered in denominations of £1 and 1 shilling. The studio production (2 studios) is planned to be

	each to cost	each to sell at
265-Reel Feature Films	£4,750	£5,800
262-Reel Feature Films	1,110	1,200
4 Super Productions	7,425	8,500

The total annual profit is estimated to be £114,200, of which £50,000 will be required for dividends, leaving £64,000 available for a further "divvy," or for other application.

Mr. Higham's salary as General Manager is to be £7,500. Twelve years ago he was getting less than a tenth of this sum as a copy writer.

I have given the foregoing figures of the cost and selling price of films, believing that there are many like myself who have a curiosity to know how much it costs to produce a film and how much can be obtained for it. Perhaps some of my readers may be tempted to organize film companies, and become general managers at a salary that is adequate in these H. C. L. days to pay all ordinary household expenses.

The Secrets of Book Publishing

What it costs to publish books in Great Britain came out in some recent correspondence in the Literary Supplement to the London *Times*. There the Managing Director of Chapman & Hall states that the cost of the composition of a rather long novel amounted to $450, or 45 cents per copy on an edition of 1,000 copies, or 22½ cents per copy for an edition of 2,000 copies. When to this item of composition are added the charges for paper, press work, binding and royalty to author, the cost amounts to a figure which leaves nothing available for advertising the book—this when the retail price is $1.50 or $1.75.

In the case of "first novels," an edition of 2,000 is too large as a general thing. Because of the caution of retail booksellers, "first novels" get a poor chance of introduction to the public. "The publisher is thus left," says the Managing Director of Chapman & Hall, "with the problem of getting at the reader by publicity. It is a problem of extraordinary complexity, and it is little wonder that so many publishers give it up and prefer to gamble upon authors of reputation."

If an edition of 2,000 copies of a first novel is too large for Great Britain with its 45,000,000 people, what chance has a first novel in Canada with its 8,000,000 people? I ask the question because a good many of us who wield the pen dream of publishing a book some time, "probably our first—and greatest—work."

Some textile advertising in England.

Highest in Price Because Worth Most

WHITE space is worth $2.10 to $2.38 an inch not only because of the *number* of readers, but chiefly because of the *confidence* of those readers.

For 76 years The Globe has merited, maintained and cherished the confidence of its readers.

These readers exceed in number by many thousands those of any other morning paper in Canada. They live in the most prosperous and progressive part of Canada, the Province of Ontario. They are among the most prosperous and progressive people in Ontario. Therefore, general advertisers pay The Globe the highest daily advertising rates in Canada.

Censors its Advertising

Not one of The Globe's readers has been attracted to The Globe by a premium or other specious appeal. No other morning paper in Canada which has not used premiums has ever attained one half The Globe's present circulation.

Responsibility to its readers is interpreted by The Globe as covering the advertising it accepts, as well as its editorial views and the news and features it prints. The Globe maintains a standard of censorship which excludes much advertising from its columns. This refusal does not prevent the appearance of such advertising elsewhere. In some circles admission to The Globe is considered the "hall mark" of reliability.

Good advertisers expect good company in a good medium. They get good company in The Globe.

Super-service to Advertisers

Do you want *more* distribution or *better* co-operation from the retail trade of Ontario? What would the goodwill of the retail merchants be worth to you?

Through The Retail Merchants Globe, many general advertisers have secured the energetic co-operation of the retail trade. Others have secured additional retail outlets.

There is no other publication in Canada like The Retail Merchants Globe. No daily Newspaper but The Globe has solved the problem of genuinely securing the co-operation of the retailer by showing him why *it pays* to push the goods advertised in its columns.

Service in The Retail Merchants Globe is free to Globe advertisers. Write to the Editor, care of The Globe, and he will tell you how it will fit your particular needs.

Globe Advertising is the Highest in Price Because it is Worth the Most

W. G. JAFFRAY
President

The Globe
TORONTO

WM. FINDLAY
Bus. Mgr.

Member Audit Bureau of Circulations

BRANCH ADVERTISING OFFICES:

UNITED STATES
Verree & Conklin Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

CANADA
EASTERN OFFICE
303 McGill Bldg.
Montreal, Que.
H. J. Elder, Mgr.
WESTERN ONT. OFFICE
22 Main St. E., Hamilton.
J. P. McBride, Mgr.

GREAT BRITAIN
T. R. Clougher
Royal Colonial Chambers,
17 Craven St.
London, W. C.

John Lane, a London book publisher, lets in more light on the sale of novels. he gives the figures on two books, as follows:

Book No. 1

Sales in England	731
Colonial Edition	252
Remaindered	1,358
Sales in America	1,718
Remaindered	492

Loss entailed in British Edition—£52

Book No. 2
(By same Author)

Sales in England	465
Colonial Edition	81
Remaindered	541
Sales in America	517

Loss on British Edition—£11.

These figures do not encourage one to publish a first novel, nor a publisher to take the risk. One wonders how publicity can be applied to individual books and books in general to swell sales, and at the same time return a satisfactory profit. Book advertising has been for a long time an unsolved problem for most publishers of books and most advertising men.

Better Than Books

If advertising won't sell books in Great Britain, it has been proven that it will sell some other forms of merchandise, as the following fraud story witnesseth. Two commercial travellers advertised "Cheap timber for sale suitable for poultry houses and hen coops." In six weeks these enterprising men received from amateur poultry keepers £10,000. But the advertisers never meant to supply an inch of wood—they planned to get away quick with the money. Unfortunately for them, they were just a little too slow, and were arrested, and both are now doing hard labor in a place where strikes are not permitted and where trade unionism does not make headway.

Other two men advertised bargains in grocery papers, and had receipts of £200,000. But they didn't deliver the goods, and are now wishing they hadn't been quite so successful in their adventures in advertising.

One wonders whether the mediums used for milking their readers are issuing circulars with the theme, "it pays to advertise."

It Pays to Advertise

That advertising when applied to a legitimate business, honestly and capably conducted, does pay is shown by the profits earned by Selfridge's over a period of eight years. These profits have been as follows:—

1912	£ 250,000
1913	520,000
1914	655,000
1915	670,000
1916	750,000
1917	1,125,000
1918	1,250,000
1919	1,615,000

The Selfridge success has been built up by advertising, and has compelled many competitors to advertise as they never did in pre-Selfridge days.

Selfridge's are soliciting new Capital, by a share issue, the money to be used for the erection of new buildings to replace old ones acquired through the past years as an extension of the original building.

An interesting development in the Selfridge advertising is the request by the advertising manager of the London *Evening News* that Selfridge's reduce their space in order to permit the admission of other advertising. The London *Evening News* does not propose to increase its number of pages during the coming year. Eight pages are now published. Similarly the London *Daily Mail* (same proprietors) has announced that its maximum number of pages for the coming months will be twelve. This is interesting when contrasted with the tendency of Canadian and American papers to multiply pages. The thought occurs: which is better—to publish few pages and raise the advertising rate; or publish an indefinite number of pages at a lower rate? During the currency of the great railroad strike in the last days of September, the *Daily Mail* dropped to a 4-page sheet.

Standard Rate Cards

A certain amount of discussion is taking place in the advertising press on the subject of a standard rate card. Some correspondents believe that there should be a standard rate card and that such a card is a possibility, but they are not very sanguine that a standard rate card is an early possibility. Most of the writers seem to be quite ignorant of the fact that standard rate cards are an accomplished fact in the United States and Canada, and that even the rural weekly newspapers of Canada have evolved a standard rate card. What British rate cards I have seen—and I have seen very few—are sad examples of what a rate card should be. The last one I saw did not give the size of type-page, or any such particulars, bore no date, and was deficient in various other particulars which a space-buyer wants to know about.

A Pathetic Want Advertisement

A London daily contained the following sorrowful advertisement in its classified columns:—

POSTS VACANT

ON NOV. 1st.—EXPERT TYPIST (see dictionary for "Expert"), if with knowledge of Dictaphone, shorthand immaterial; previous service in Government office or any other tragic experience will be no bar if operator knows her job; salary £1 10s. first week, £2 10s. three following weeks, £3 at end of a month; intelligent girl with a knowledge of composition and English grammar would be welcomed with wild enthusiasm; two-fingered typists and rubbers-out, write not! Very comfortable, happy sort of job, with no dull routine work; no time checks and a sympathetic but unsentimental employer.—Apply at once, by letter, Secretary, 71, Clarence Gate-gardens, N.W.1.

This advertisement had its inspiration in bitter experience. I offer it as model to Canadian employers in need of an efficient stenographic-typist.

Good Solicitors

Some months ago I referred to the work of three men engaged in soliciting advertising on a French-Greek Exhibition Catalogue, stating that they had, up to a certain date, sold $15,000 worth of space in it. In the end the space sold represented a revenue of $24,000. The point I made was that good-c libre green men can be made highly successful salesmen. One of

(*Continued on page 498*)

Some effective newspaper advertisements of cooked foods.

THE VULTURES of Advertising---the get-rich-quick schemers, the fake oil and gold stock sellers, the classified sucker-seekers, and all confidence-violating, faith-undermining advertisements--are barred from the columns of The London "Free Press" and must flock together elsewhere.

Perhaps that is one reason why the following and many other national advertisers use this paper exclusively in London:

AMERICAN

Acason Motor Truck Co.
Belding Paul Corticelli, Limited
Basic Products Corporation
W. J. Bush Citrus Products Co. Inc.
The Benjamin Electric Mfg. Co.
Carnation Milk Products Co. Ltd.
Wm. Demuth & Co.
Elgin Watch Co.
The Grolier Society
The Andrew Jergens Co.
Meriden-Britannia Co., Ltd.
The Mint Products Co.
Odo-Ro-No Co.
Procter & Gamble Co.
Oneida Community Co.
Remington Typewriter Co.
R. J. Reynolds Tobacco Co.

CANADIAN

Borden Milk Co., Ltd.
Brandon Shoe Co., Ltd.
Benson & Hedges
Cane Mola Co.
Carreras & Marcianus, (Black Cat Cigarettes)
Chase and Sanborn
The Denby Motor Truck Co., Ltd.
Dominion Cartridge Co., Ltd.
Deacon Shirt Co.,
Darling Bros.
Dominion Glass Co.
Eastern Hat and Cap Co.
Imperial Life Assurance Co.
Kaustine Co.
R. G. Long & Co.
Maclean's Magazine
McLagan Phonographs
McKinnon-Columbus Chain Co.
Martin-Orme Piano Co.
Matthews-Blackwell, Limited
R. C. Matthews & Co.
Majestic Electric Supplies Co.
Molsons Bank
David Morton & Co.
The Niagara Silk Co., Ltd.
Palmer's Limited
Penman's Limited
W. G. Patrick, Ltd.
E. Pullan
A. Puccini & Co., Ltd.
The Renfrew Elec. Products Co., Ltd.
Soren Bros.
Sonora Phonographs
Standard Silver Co.
Sovereign Perfumes, Ltd.
Steel and Radiation, Ltd.
Sterling Bank
T. S. Simms & Co., Ltd.
Standard Paint Co.
Wolthausen Hat Corp.
Watson Mfg. Co., Ltd.

92,340 lines of advertising refused by The London "Free Press" this year in the interests of legitimate advertising. We keep our paper clean for you!

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

A.B.C. Audited.

Population of London, Canada, 65,000. With Rural District, 500,000

We "Loosen-Up" whe

KNOW YOUR MA
THEN GO AH

Consider the "Boob" (who didn't know it was lo
the chap who wouldn't try to sell suspenders
wear kilts---or the man who says "Don't w
Canada now, they're all frozen up?" As w
in Florida because the pictures show the p
can't sell flour in Western Canada beca
wheat. Now you know as well as we do t
Scotland, and you **can** sell underwear
know that you **can** sell your goods in W

The manager of a drink concern told u
cancel all advertising during the wi
drink out here"---Investigation prove
were greater than his July and Augu

An Eastern manufacturer said, "th
down the main street and hurt nob
of the cold, but when I arrived in
there was no room for a gun,"---
the tenderfoot sure is tender in h
his goods.

The remarkable part of it is,
formation as to conditions in
believe hearsay. De Wolfe
"if you want to know what
in your underwear in the b
those people shiver every

This year the West pro
and a half dollars.---No
money are going to sit
and spend it? No ch
their money just as y
dress well, shine the
they're human out
message know your

If you are ready t
Western Canada
tion will be sent

Investments!

How Are the Farmers Going to Invest Their Savings?

The Victory Loan has taught farmers the value of bonds as an investment for their surplus cash --- They have plenty of surplus cash now. Tell them about your investments.

Insurance!

Life Insurance Companies are now writing up more policies on the farms than ever before ---and there are many farmers who have not yet bought insurance.

THE FARM PAPERS

"Canadian Thresherman and Farmer"
(*Monthly*) WINNIPEG
(*Member A.B.C.*)

"Farmer's A
(*Weekly*) WI
(*Member A*

CONVENTION ISSUE, 1917

THE DICTAPHONE MOUTHPIECE

MR. FRANK DORIAN

General Manager of the Dictaphone. The man who made the Dictaphone what it is today. A man whom every man of us admires and is proud to work for. "Our Boss"

MR. NATHAN F. MILNOR

Our Sales Manager. The man who does things and gets things done. The man who is our inspiration and our ideal. A friend to all—true all through.

Middle of January **THE DICTAPHONE** Vol. V—1917

COLUMBIA GRAPHOPHONE COMPANY, Sole Distributors, Woolworth Building, New York

THE DICTAPHONE CONVENTION

Well, it's over!

It was a long time coming, a great time while it lasted, and a time to be remembered for all time.

We were certainly the fellows who put the *vent* in Con*ven*tion. We vented our woes and our worries, our joys and our successes. But we vented one thing surely—good fellowship. That Convention was one furor of fellowship. Every one of the 89 men on deck went back with 88 firm bound friends.

What we didn't know about the Dictaphone we found out at the Factory and what we didn't know about each other we found out at the Banquet! The man who was lucky enough to be at the Convention and did not return home with one tremendous impression of the Dictaphone, its executive officers, its factory and its salesmen, does not know what a Convention or a Dictaphone is.

And now we are "Going Way Back Home to Have a Wonderful Time!"

With the knowledge of the men and the equipment back of us, with the knowledge of the kind of fellows at work just over the fence, with the knowledge of what is expected of us, we have a fairly healthy opinion of a few of the things we can do in 1917 to keep that quota button on the northwest corner of Mr. Dorian's coat lapel.

"A Wonderful Time" tells the story. A wonderful time we had at the Convention and a wonderful time we're going to have in the new year.

Long legs to the swift—we're all out for the January start, with a 100% increase over the glorious record of the past.

On your mark.

A world's record in 1917!

The helpful human touch in Sales-Bulletins

had the cold sense to recognize when men have outlived their usefulness and have passed them on to the pension roll.

Devices of the Campaign—Competitive Standpoint

In conditions of strong competition, the sales aim is to constantly do what the other man cannot do in order that you may make the campaign as favorable to yourself as possible. For instance, when a well-known adding machine company wished to meet new competition, it began to make and market machines that competitors had never heard of in order to accomplish two things:

1. If the article was better than anything the competitors could offer, it meant that the company making it would have an advantage in quick sales, thus maintaining the *morale* of its organization as a victorious body of salesmen.

2. If the competing company attempted to keep up with the originator, it would have to use a considerable quantity of its capital and its time in the development of these new devices, thereby leaving the field to the older company for the marketing of the ordinary type of machine.

In any event, the older company clearly had the advantage. In the one, it would reap a profit in an entirely new field with which to fight the new comer in the old field, while if, on the other hand, the new comer tried to enter the new field, the old company would then put the pressure on the standard lines, and reaping profits there would pour them into the establishment of its new machines in competition with the new company.

From a competitive standpoint under modern government regulated conditions, theoretically every competitor is supposed to stand on his own bottom, so to speak. As a matter of fact, he does not and never can. As the psychic element in the sale is the most important and any advertising man or sales manager with the true advertising and selling sense can create an atmosphere upon his own advertising and about his own work favorable to his own production that competitors do not have an opportunity for a fair chance. In my own mind I am well convinced that just because a man wants to go into a game is not reason why he should be guaranteed immunity from the competition of brains. Anything is unfair where a fool is in competition with a wise man. It is the most unfair contest in the world and it is as old as the world.

The fact is just as old, also, that the fools and boobs of the world generally get together to put as many hobbles on genius and wits as they possibly can. They do this under various guises. Sometimes they call it ethics, at other times they call it law, justice, equity. They manage to confound it sometimes with public policy and public rights. Probably one of the most outstanding evidences of this is the present tendency to favor the farmer at the expense of the rest of the world, to coddle him in his inefficiencies and permit him to lay under tribute all the rest of society.

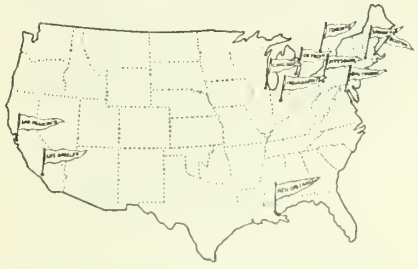
During the past ten years we have seen the phenomena of the regulation of capital and of business. The two efforts were generally considered identical until the threatened railroad strike of 1916 brought the social body to a realization that we needed to regulate labor. That attack is going to be the next great crusade. It will begin when society becomes conscious that labor and capital are both servants, and labor and society are not synonymous any more than capital and society. Then after we get through with labor we are going to have to regulate the farmer.

The competitor stands upon his own bottom only in so far as he is able to use the available machinery for his own protection as against his strong neighbor. The main thing in competition is always to preserve your own initiative, always force the fighting, always maintain your supremacy in the minds of the people. You must be the all-pervading, all-embracing source of interest; you must be the one concern that in the minds of the people is giving the best service. To

(*Concluded on page 497*)

THE DICTAPHONE MOUTHPIECE

ON THE MAP!



On the map for February! Too many of our stores did things in February to limit our map to one. This doesn't mean "getting on the map" is easy. It means that instead of one store "doing things" the whole Dictaphone selling field is on its toes.

Here are the eleven triumphant cities which landed—and well deserved to land—"on the map" during February

CHICAGO—With the biggest month of its history by over sixty per cent.

BALTIMORE—With a two hundred per cent. increase over February 1916.

LOS ANGELES—With a two hundred per cent. increase over their record of February 1916

WINNERS OF INDIVIDUAL CONTEST

(Held During February, 1917)

Here are the men who pulled their opponents off their feet in the first Individual Contest of 1917. They are men whose names are familiar, faces famous and records formidable.

F. R. Casseday, Chicago
William Uhlhorn, Chicago
F. S. Ward, Salt Lake City
D. H. Rineard, Harrisburg
C. A. Wright, Philadelphia
W. O. Ryle, Los Angeles
L. O. Mathews, San Francisco
A. B. Walker, Chicago
W. A. Maguire, Boston
G. C. McClellan, Kansas City
A. J. Jones, New York
E. M. Hilty, Philadelphia
H. R. Peterson, St. Paul
F. J. Clark, Indianapolis
J. J. Grimsey, Seattle
V. C. Fuller, Detroit
W. L. Donaldson, Pittsburgh
H. H. Cross, Chicago
W. H. Bedard, Atlanta
J. T. Clark, Boston

Two Contests, between sales offices and individual salesmen

A. of C. A. HOLDS SIXTH ANNUAL MEETING

Representative gathering of Canada's National Advertisers in two-day's sessions reviews organization's activities, discusses many practical questions and plans extensions. Membership growing. New officers elected.

THE Sixth Annual Meeting of the Association of Canadian Advertisers held at the King Edward Hotel, Toronto, on November 20th and 21st, brought forth a large and interested attendance.

Every session was characterised by earnest discussion of the many and varied problems and tendencies that confront the national advertiser—problems that post-war conditions have only accentuated.

A number of these conditions were discussed at considerable length. For instance, individual members of the Association viewed with some misgiving the tendency among national advertisers to use larger and still larger space. The concensus of opinion seemed to be that this condition was caused by a blind following of the other fellow's lead—a regular advertising "spree" so to speak—that much smaller space could be used just as effectively if careful attention were paid to display, copy, position, etc.; and that such a course would be to the advantage of everyone—even the publisher, menaced as he is by a serious paper shortage.

The question of objectionable advertising, especially in many of the larger dailies, provoked a great deal of discussion and much criticism. The general opinion was that entirely too much advertising that could be legitimately styled objectionable was appearing in many large newspapers; that this was not in the best interests of the advertisers, the public or the papers themselves. It was decided, among other things, to again send a resolution to the Canadian Press Association expressing strong disapproval of this class of advertising. As in the past, this whole question will be placed in the hands of a representative working committee.

Another condition dealt with at length was the difficulty of obtaining authentic circulation figures from some class publications and trade papers. Strong exception was taken to the attitude of such publications in reply to repeated requests for accurate information, the consensus of opinion being that advertisers should insist on *verified* circulation figures being forthcoming before using any publication. A few trade papers were mentioned as being especial sinners in this regard.

Increased advertising rates as a result of circulation-getting campaigns were frowned upon, as it was generally considered that such additional circulation does not represent increased value to the advertiser.

The increase in special editions—often undertaken on the flimsiest of excuses—canvassing for labor organizations and other causes which amounts to a veritable plague for many advertisers, were also criticized. It was unanimously felt that members should refrain from the use of such media in every case possible, as too frequently this was a waste of the advertiser's money and merely tended to increase the number of publications of this character.

A committee was appointed to gather data in connection with direct-by-mail sales promotion, distribution of direct-by-mail advertising, store helps, etc., this data to be made available for the use of all members.

The increased cost of engravings, electrotypes, etc. was also discussed, many members seeming to feel that present prices were unreasonably high.

On Thursday evening the annual banquet took place in the banquet hall of the hotel, to which were invited a number of publishers, advertising agents and others. The speaker of the evening was Mr. Lloyd Harris, who has recently returned from a year's work in England and Europe as Chairman of the Canadian Trade Mission in London. In a very interesting and instructive manner Mr. Harris outlined the work he had accomplished in England and Europe. "The greatest thing I did was to discover the British Empire" was one of his pithy remarks. He then went on to instance the wonderful possibilities of trade within the Empire that lay before Canada if she set herself deliberately to the task of going after export business. The various parts of the Empire were taken in turn and the export trade prospects for Canada with each were graphically outlined.

Mr. Harris further stated that to grasp these tremendous opportunities, Canadians to a man would have to take off their coats and produce to the limit, consuming as little as possible for the next year or two at least.

Other speakers were: J. M. Macdonald of the Canadian Manufacturer's Association; W. J. Taylor, President Canadian Press Association and J. J. Gibbons.

Betts Elected President

On Friday afternoon the election of officers for the coming year took place, resulting as follows:

President	W. C. Betts,
Vice-Pres.	D. Geo. Clark,
Treasurer	J. R. Kirkpatrick,
Secretary	Miss F. E. Clotworthy
Directors	A. D. Cridland, E. G. Hogarth, B.S.A., F. W. Hunt, F. W. Stewart, W. G. Steward, H. S. VanScoyoc.

The elevation of Mr. Betts to the presidency was an appreciation of his sincere interest in the Association and of the varied duties he has performed efficiently ever since becoming a member of the Association.

The following firms were represented by the men whose names appear below:

W. C. Betts, S. Davis & Son, Limited, Montreal.
D. Geo. Clark, McClary Manufacturing Co., London.
W. T. Gregory, The Cowan Company, Toronto.
D. J. Beatty, Northern Electric Company, Montreal.
H. S. Beecher, Gillette Safety Razor Co., Montreal.
F. M. Hahn, Channell Chemical Co., Toronto.
W. M. Mackay, Lever Brothers, Toronto.
J. R. Kirkpatrick, E. W. Gillett Company, Toronto.
Col. A. A. Campbell, Battle Creek Toasted Corn Flakes Co., London.
F. H. Edgington, Tuckett Tobacco Co., Hamilton.
W. H. Duffield, John McPherson Co., Hamilton.
A. Guimond, L. O. Grothe Co., Montreal.
H. S. VanScoyoc, Canada Cement Company, Montreal.
C. Elvins, Imperial Life Assurance Co., Toronto.
C. G. Shelley, Petrie Manufacturing Co.
B. H. Bramble, Canadian Chewing Gum Co., Toronto.
W. G. Steward, Goodyear Tire & Rubber Co., Toronto.
H. E. Mihell, Imperial Varnish & Color Co., Toronto.
A. G. Picard, Lowe Brothers, Limited, Toronto.
F. W. Hunt, Massey-Harris Company, Ltd., Toronto.
W. E. Clarke, The Pedlar People, Oshawa.
E. G. Hogarth, B.S.A., Ford Motor Company, Ford, Ont.
H. L. Corey, Champion Spark Plug Co., Windsor.
J. L. Davidson, Canadian General Electric Co., Toronto.
H. G. Roberts, Williams, Greene & Rome Company.
A. D. Cridland, Canadian Kodak Company, Toronto.
F. T. Stanford, Canada Life Assurance Co., Toronto.
John Harris, Nugget Polish Co., Toronto.
R. Cale, Penmans, Limited, Paris.
R. P. Smith, Wm. Neilson Company.

Many other members were unavoidably absent, but sent their proxies.

* * *

Among the new members present at the meeting were A. Guimond, of L. O. Grother, Montreal; H. L. Corey, Champion Spark Plug Co., Windsor; J. L. Davidson, Canadian General Electric Co., Toronto; C. G. Shelley, Petrie Manufacturing Co., Toronto, and John Harris, Nugget Polish Co., Toronto.

The Association certainly has growing pains just now.

* * *

No matter how he dodges, J. R. Kirkpatrick cannot escape that nemesis of his—the Treasurer's job. He has been trying these many years. That's the penalty of efficiency! But it is certainly worth the price of admission to see his face when the annual announcement is made.

(*Continued on page 478*)

VANCOUVER TEA PACKER INVADES EAST

Tackles Ontario tea strongholds with aggressive sales and advertising campaign. Chicago advertising agency responsible for advertising copy.

ONTARIO has been invaded with a new package tea backed by a strong and comprehensive advertising campaign.

Lanka Tea!

It enters the Ontario field in face of strong competition from package teas that have been firmly established on the market for twenty years and more.

Another interesting fact about this new tea is that it is being put on the market by a Western Canadian firm, Wm. Braid & Co., Vancouver, B.C., who have been selling tea and coffee on the B.C. market for many years.

The war changed trade routes. Prior to the European outbreak practically all our teas came from the East by way of London, England. The submarine menace directed shipments the other way with the result that a large quantity of the tea that has been consumed in Canada during the past three or four years, has come to us by way of the Pacific Coast seaports. This change in transportation routes has enabled Wm. Braid & Co. to import their tea at an advantage in some respects over other firms. It was this reason, together with the fact that they believe they have a real good tea proposition, that decided them to jump into the Ontario market and face the already strong competition.

Lanka tea is a Ceylon tea. Lord & Thomas, Advertising Agents, Chicago, are responsible for the advertising campaign which is outlined as one of the biggest in a foodstuff line that has been put on in Ontario for some time.

The start included full pages as the opening announcements in the Toronto newspapers, full pages in trade papers and colored announcements in some of the magazines. Full page space will be retained in the trade papers for several months and smaller space will be used in the newspapers. An attractive book explaining the quality of the tea and the advertising campaign has been sent to every grocer in Ontario.

When Wm. Braid & Co. first decided to sell on the Ontario market, their representatives came East to look over the situation. The first point was how they would market their new tea. After due investigation they decided to market it exclusively through the wholesale channel to the retail trade. They appointed agents in Toronto, S. H. Moore & Co., who could be got in touch with readily for any information desired at any time. It was felt that by utilizing the already established selling staff of the jobbers throughout the Province, more rapid development would be secured in the important work of obtaining distribution. It was further decided that all jobbers taking on the line would sell at a stipulated price to the retail trade and that there would be one price from retailer to consumer—75c. per pound.

The company then looked about for an advertising agency to handle the account. Many of the Ontario agencies already were tied up with competitive lines. Some of the others were anxious to secure the account but their outline of the campaign did not commend itself to the firm and finally Wm. Braid's representatives went to Chicago and interviewed Lord & Thomas.

"Lanka" was not always the name of the tea. In the first place it was practically assured that the new tea would be put on the Ontario market as "Braid's Ideal Tea." The advertising agents in Chicago, when consulted, were very much against this, claiming that the word "Ideal" did not really convey the idea of "tea." It could be applied to toothpicks equally as well for instance.

This was opposed to the idea of the Canadian advertising agencies as those who were prepared to take on the

The opening shot in the campaign was a full page in the newspapers and color pages in the magazines

account thought that "Braid's Ideal Tea" properly advertised and backed by the right kind of merchandising methods, would "put across" the product. At any rate the geography map was consulted, the dust was removed from the Ancient History and it was discovered that "Lanka" was an old name for Ceylon, that it expressed in a better way the spirit of the East, and "Lanka" was the name decided upon.

Before the opening shot in the campaign was fired, the Company's representatives together with the selling agents in Toronto and a representative of the advertising agency, held a series of conferences with the salesmen of Ontario jobbers to explain to them the scope of the campaign, how it was being conducted, the method of selling the tea, and other information which the travelling salesmen would have at their finger tips when selling the retail trade. These meetings were held in Toronto, London, Hamilton, Ottawa and Kingston. This idea tended to familiarize the salesmen of the jobbers with the important selling points of the tea. Reed L. Parker, who had charge of the campaign for Lord & Thomas, in each instance, gave the salesmen a forceful talk on the importance of getting behind Lanka tea so as to put it on the shelves and counters of the grocery stores in the province. He made the important statement that in putting across a campaign of this character its success could be attributed to 10% advertising and 90% merchandising and selling methods and dealer co-operation. The general advertising paved the way for the salesmen of the jobber and for the retailer and removed any resistance that might be found in the minds of the prospective purchasers of a new line of tea such as this. It is interesting to note that 300,000 lbs. of tea had been sold to the trade before even the name of the tea was settled.

A competition has also been established among the salesmen of each jobbing house. The salesman selling the largest number of original cases gets the prize. Original cases were stipulated because it is an easy matter to get half a dozen or a dozen packets on the grocer's shelves but it means real salesmanship to introduce a case or more. This would also mean a greater endeavor on the part of the retailer to dispose of the tea if he bought in cases. Salesmen had been out prior to the campaign with samples. With a knowledge in advance of the character of the selling campaign, they have been introducing Lanka tea into a great many stores. The campaign to the consumer began on Monday, November 17. The advertising agents are now working on a follow-up campaign when the present series of copy has been completed in 12 weeks' time.

The development of the campaign which includes the expenditure of many thousands of dollars, will be watched with a great deal of interest by advertising men and men interested in marketing methods in view of the competition from the already established lines on the market.

"Selling to Merchants by Mail"

This will be the general title of a new and intensely practical series of articles which we will begin in the January issue of MARKETING.

Almost any business concern can get more sales by mail, if it goes the right way about it. There are many "secrets" in successful selling by means of circulars, letters, enclosures—tested methods of appeal, in presenting your proposition in the most effective way, in preparing your folders, reply cards, etc., in the forms that have been proved to pull biggest results—and many other details drawn from a wealth of experience, will be disclosed in these articles, illustrated with many examples to show you "how" and "why."

KIRKWOOD'S LETTER FROM LONDON

Many textiles advertised in England. Book publishing profits difficult to realize. Selfridge success grows by advertising. Standard rate cards being agitated. Attractive cooked foods copy. Interesting comment from MARKETING's English correspondent.

BY JOHN C. KIRKWOOD

NEOLIN has arrived in England, and is being advertised. It may be, of course, that Neolin arrived long ago, and has been advertised previously; but it seems to be quite an unheard of thing by some retailers of footwear. In a bootshop in Piccadilly—a retail branch of a British boot manufacturer—I asked for a boot with a Neolin sole, and the salesman had never heard the word.

The only boot sole that I have seen advertised in Great Britain is Dri-ped, a chemically tanned leather with a surpassingly long life. Only a very few makers of branded footwear provide boots soled with Dri-ped, and I have not seen any advertisement of any bootmaker announcing the fact that boots can be obtained with Dri-ped soles.

Perhaps the advertising and success of Neolin will, in time, lead the Dri-ped makers to learn the power of advertising as a means of enlarging the market for their excellent product, and will persuade them to employ advertising in large manner. Britain is rich in unused opportunities, which means that hundreds of British manufacturers still require to be taught the use and power of advertising as a means of widening, enlarging and insuring distribution for their manufactures.

TEXTILE ADVERTISING

Yet one class of manufacturers in Great Britain has seen the light, and is walking in the way thereof, namely: the makers of cotton fabrics. Here is a class of manufacture the problem of whose publicity is not altogether simple, inasmuch as the fabric made cannot always be readily identified by the consumer. When the fabric in the piece is sold, there is the selvedge, on which the trade-mark can be woven, but when the fabric is made up into garments, then the identification mark disappears and reliance must be placed on the manufacturer or retailer to mark, or affirm in some way, that the garment is made from the advertised fabric.

Notwithstanding this difficulty, several makers of cotton manufactures have succeeded in establishing a demand and market for their trade-marked fabrics. I am sending you several advertisements of trade-marked fabrics, and would like to hope that some of the Canadian makers of cotton cloths of fine quality may be stimulated by British achievement to believe (1) that their manufactures can be trade-marked; and (2) that a consumer-demand for them can be developed and maintained by publicity in consumer-mediums.

CHARLES F. HIGHAM MOVES UP

In a former letter I told of Charles F. Higham's identification with a moving picture producing agency. The prospectus of this Company has made its appearance, and makes interesting reading. The authorized Capital is £1,000,000, and shares are offered in denominations of £1 and 1 shilling. The studio production (2 studios) is planned to be

	each to cost	each to sell at
265-Reel Feature Films	£4,750	£5,800
262-Reel Feature Films	1,110	1,200
4 Super Productions	7,425	8,500

The total annual profit is estimated to be £114,200, of which £50,000 will be required for dividends, leaving £64,000 available for a further "divvy," or for other application.

Mr. Higham's salary as General Manager is to be £7,500. Twelve years ago he was getting less than a tenth of this sum as a copy writer.

I have given the foregoing figures of the cost and selling price of films, believing that there are many like myself who have a curiosity to know how much it costs to produce a film and how much can be obtained for it. Perhaps some of my readers may be tempted to organize film companies, and become general managers at a salary that is adequate in these H. C. L. days to pay all ordinary household expenses.

THE SECRETS OF BOOK PUBLISHING

What it costs to publish books in Great Britain came out in some recent correspondence in the Literary Supplement to the London *Times*. There the Managing Director of Chapman & Hall states that the cost of the composition of a rather long novel amounted to $450, or 45 cents per copy on an edition of 1,000 copies, or 22½ cents per copy for an edition of 2,000 copies. When to this item of composition are added the charges for paper, press work, binding and royalty to author, the cost amounts to a figure which leaves nothing available for advertising the book—this when the retail price is $1.50 or $1.75.

In the case of "first novels," an edition of 2,000 is too large as a general thing. Because of the caution of retail booksellers, "first novels" get a poor chance of introduction to the public. "The publisher is thus left," says the Managing Director of Chapman & Hall, "with the problem of getting at the reader by publicity. It is a problem of extraordinary complexity, and it is little wonder that so many publishers give it up and prefer to gamble upon authors of reputation."

If an edition of 2,000 copies of a first novel is too large for Great Britain with its 45,000,000 people, what chance has a first novel in Canada with its 8,000,000 people? I ask the question because a good many of us who wield the pen dream of publishing a book some time, "probably our first—and greatest—work."

SEE LOVA LABEL ON EVERY LOVA HANDKERCHIEF

Some textile advertising in England.

Highest in Price Because Worth Most

WHITE space is worth $2.10 to $2.38 an inch not only because of the *number* of readers, but chiefly because of the *confidence* of those readers.

For 76 years The Globe has merited, maintained and cherished the confidence of its readers.

These readers exceed in number by many thousands those of any other morning paper in Canada. They live in the most prosperous and progressive part of Canada, the Province of Ontario. They are among the most prosperous and progressive people in Ontario. Therefore, general advertisers pay The Globe the highest daily advertising rates in Canada.

Censors its Advertising

Not one of The Globe's readers has been attracted to The Globe by a premium or other specious appeal. No other morning paper in Canada which has not used premiums has ever attained one half The Globe's present circulation.

Responsibility to its readers is interpreted by The Globe as covering the advertising it accepts, as well as its editorial views and the news and features it prints. The Globe maintains a standard of censorship which excludes much advertising from its columns. This refusal does not prevent the appearance of such advertising elsewhere. In some circles admission to The Globe is considered the "hall mark" of reliability.

Good advertisers expect good company in a good medium. They get good company in The Globe.

Super-service to Advertisers

Do you want *more* distribution or *better* co-operation from the retail trade of Ontario? What would the goodwill of the retail merchants be worth to you?

Through The Retail Merchants Globe, many general advertisers have secured the energetic co-operation of the retail trade. Others have secured additional retail outlets.

There is no other publication in Canada like The Retail Merchants Globe. No daily Newspaper but The Globe has solved the problem of genuinely securing the co-operation of the retailer by showing him why *it pays* to push the goods advertised in its columns.

Service in The Retail Merchants Globe is free to Globe advertisers. Write to the Editor, care of The Globe, and he will tell you how it will fit your particular needs.

Globe Advertising is the Highest in Price Because it is Worth the Most

W. G. JAFFRAY
President

The Globe
TORONTO

WM. FINDLAY
Bus. Mgr.

Member Audit Bureau of Circulations

BRANCH ADVERTISING OFFICES:

UNITED STATES
Verree & Conklin Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

CANADA
EASTERN OFFICE
303 McGill Bldg.
Montreal, Que.
H. J. Elder, Mgr.
WESTERN ONT. OFFICE
22 Main St. E., Hamilton.
J. P. McBride, Mgr.

GREAT BRITAIN
T. R. Clougher
Royal Colonial Chambers,
17 Craven St.
London, W. C.

John Lane, a London book publisher, lets in more light on the sale of novels. he gives the figures on two books, as follows:

Book No. 1

Sales in England	731
Colonial Edition	252
Remaindered	1,358
Sales in America	1,718
Remaindered	492

Loss entailed in British Edition—£52

Book No. 2
(By same Author)

Sales in England	465
Colonial Edition	81
Remaindered	541
Sales in America	517

Loss on British Edition—£11.

These figures do not encourage one to publish a first novel, nor a publisher to take the risk. One wonders how publicity can be applied to individual books and books in general to swell sales, and at the same time return a satisfactory profit. Book advertising has been for a long time an unsolved problem for most publishers of books and most advertising men.

Better Than Books

If advertising won't sell books in Great Britain, it has been proven that it will sell some other forms of merchandise, as the following fraud story witnesseth. Two commercial travellers advertised "Cheap timber for sale suitable for poultry houses and hen coops." In six weeks these enterprising men received from amateur poultry keepers £10,000. But the advertisers never meant to supply an inch of wood—they planned to get away quick with the money. Unfortunately for them, they were just a little too slow, and were arrested, and both are now doing hard labor in a place where strikes are not permitted and where trade unionism does not make headway.

Other two men advertised bargains in grocery papers, and had receipts of £200,000. But they didn't deliver the goods, and are now wishing they hadn't been quite so successful in their adventures in advertising.

One wonders whether the mediums used for milking their readers are issuing circulars with the theme, "it pays to advertise."

It Pays to Advertise

That advertising when applied to a legitimate business, honestly and capably conducted, does pay is shown by the profits earned by Selfridge's over a period of eight years. These profits have been as follows:—

1912	£ 250,000
1913	520,000
1914	655,000
1915	670,000
1916	750,000
1917	1,125,000
1918	1,250,000
1919	1,615,000

The Selfridge success has been built up by advertising, and has compelled many competitors to advertise as they never did in pre-Selfridge days.

Selfridge's are soliciting new Capital, by a share issue, the money to be used for the erection of new buildings to replace old ones acquired through the past years as an extension of the original building.

An interesting development in the Selfridge advertising is the request by the advertising manager of the London *Evening News* that Selfridge's reduce their space in order to permit the admission of other advertising. The London *Evening News* does not propose to increase its number of pages during the coming year. Eight pages are now published. Similarly the London *Daily Mail* (same proprietors) has announced that its maximum number of pages for the coming months will be twelve. This is interesting when contrasted with the tendency of Canadian and American papers to multiply pages. The thought occurs: which is better—to publish few pages and raise the advertising rate; or publish an indefinite number of pages at a lower rate? During the currency of the great railroad strike in the last days of September, the *Daily Mail* dropped to a 4-page sheet.

Standard Rate Cards

A certain amount of discussion is taking place in the advertising press on the subject of a standard rate card. Some correspondents believe that there should be a standard rate card and that such a card is a possibility, but they are not very sanguine that a standard rate card is an early possibility. Most of the writers seem to be quite ignorant of the fact that standard rate cards are an accomplished fact in the United States and Canada, and that even the rural weekly newspapers of Canada have evolved a standard rate card. What British rate cards I have seen—and I have seen very few—are sad examples of what a rate card should be. The last one I saw did not give the size of type-page, or any such particulars, bore no date, and was deficient in various other particulars which a space-buyer wants to know about.

A Pathetic Want Advertisement

A London daily contained the following sorrowful advertisement in its classified columns:—

POSTS VACANT

ON NOV. 1st.—EXPERT TYPIST (see dictionary for "Expert"), if with knowledge of Dictaphone, shorthand immaterial; previous service in Government office or any other tragic experience will be no bar if operator knows her job; salary £1 10s. first week, £2 10s. three following weeks, £3 at end of a month; intelligent girl with a knowledge of composition and English grammar would be welcomed with wild enthusiasm; two-fingered typists and rubbers-out, write not! Very comfortable, happy sort of job, with no dull routine work; no time checks and a sympathetic but unsentimental employer.—Apply at once, by letter, Secretary, 71, Clarence Gate-gardens, N.W.1.

This advertisement had its inspiration in bitter experience. I offer it as model to Canadian employers in need of an efficient stenographic-typist.

Good Solicitors

Some months ago I referred to the work of three men engaged in soliciting advertising on a French-Greek Exhibition Catalogue, stating that they had, up to a certain date, sold $15,000 worth of space in it. In the end the space sold represented a revenue of $24,000. The point I made was that good-class libre green men can be made highly successful salesmen. One of

(*Continued on page 498*)

Some effective newspaper advertisements of cooked foods.

THE VULTURES of Advertising---the get-rich-quick schemers, the fake oil and gold stock sellers, the classified sucker-seekers, and all confidence-violating, faith-undermining advertisements--are barred from the columns of The London " Free Press " and must flock together elsewhere.

Perhaps that is one reason why the following and many other national advertisers use this paper exclusively in London:

AMERICAN

Acason Motor Truck Co.
Belding Paul Corticelli, Limited
Basic Products Corporation
W. J. Bush Citrus Products Co. Inc.
The Benjamin Electric Mfg. Co.
Carnation Milk Products Co. Ltd.
Wm. Demuth & Co.
Elgin Watch Co.
The Grolier Society
The Andrew Jergens Co.
Meriden-Britannia Co., Ltd.
The Mint Products Co.
Odo-Ro-No Co.
Procter & Gamble Co.
Oneida Community Co.
Remington Typewriter Co.
R. J. Reynolds Tobacco Co.

CANADIAN

Borden Milk Co., Ltd.
Brandon Shoe Co., Ltd.
Benson & Hedges
Cane Mola Co.
Carreras & Marcianus, (Black Cat Cigarettes)
Chase and Sanborn
The Denby Motor Truck Co., Ltd.
Dominion Cartridge Co., Ltd.
Deacon Shirt Co.,
Darling Bros.
Dominion Glass Co.
Eastern Hat and Cap Co.
Imperial Life Assurance Co.
Kaustine Co.
R. G. Long & Co.
Maclean's Magazine
McLagan Phonographs
McKinnon-Columbus Chain Co.
Martin-Orme Piano Co.
Matthews-Blackwell, Limited
R. C. Matthews & Co.
Majestic Electric Supplies Co.
Molsons Bank
David Morton & Co.
The Niagara Silk Co., Ltd.
Palmer's Limited
Penman's Limited
W. G. Patrick, Ltd.
E. Pullan
A. Puccini & Co., Ltd.
The Renfrew Elec. Products Co., Ltd.
Soren Bros.
Sonora Phonographs
Standard Silver Co.
Sovereign Perfumes, Ltd.
Steel and Radiation, Ltd.
Sterling Bank
T. S. Simms & Co., Ltd.
Standard Paint Co.
Wolthausen Hat Corp.
Watson Mfg. Co., Ltd.

92,340 lines of advertising refused by The London " Free Press " this year in the interests of legitimate advertising. We keep our paper clean for you!

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

A.B.C. Audited.

Population of London, Canada, 65,000. With Rural District, 500,000

We "Loosen-Up" whe

KNOW YOUR MA
THEN GO AH

Consider the "Boob" (who didn't know it was loa
the chap who wouldn't try to sell suspenders i
wear kilts---or the man who says "Don't wa
Canada now, they're all frozen up?" As we
in Florida because the pictures show the pe
can't sell flour in Western Canada becau
wheat. Now you know as well as we do th
Scotland, and you **can** sell underwear
know that you **can** sell your goods in We

The manager of a drink concern told us
cancel all advertising during the win
drink out here"---Investigation proved
were greater than his July and Augus

An Eastern manufacturer said, "the
down the main street and hurt nobo
of the cold, but when I arrived in
there was no room for a gun,"---N
the tenderfoot sure is tender in hi
his goods.

The remarkable part of it is, t
formation as to conditions in W
believe hearsay. De Wolfe I
"if you want to know what
in your underwear in the ba
those people shiver every t

This year the West prod
and a half dollars.---Now
money are going to sit
and spend it? No cha
their money just as yo
dress well, shine their
they're human out
message know your

If you are ready to
Western Canada,
tion will be sent

Investments!

How Are the Farmers Going to Invest Their Savings?

The Victory Loan has taught farmers the value of bonds as an investment for their surplus cash --- They have plenty of surplus cash now. Tell them about your investments.

Insurance!

Life Insurance Companies are now writing up more policies on the farms than ever before ---and there are many farmers who have not yet bought insurance.

THE FARM PAPERS

"Canadian Thresherman and Farmer"
(*Monthly*) WINNIPEG
(*Member A.B.C.*)

"Farmer's Ac
(*Weekly*) WIN
(*Member A.*

we're "Frozen-Up---"

ET---
D!

ne much worse than
d because the Scots
money in Western
derwear can't be sold
bathing suits; or, you
where they grow the
can sell suspenders in
a---then why don't you
nada in Winter?

head office instructs me to
ths because it's too cold to
January and February sales

me I could fire a machine gun
se they all stayed in on account
I found the streets so crowded
er little stories go to prove that
edge of the West as a market for

n it is so easy to get real inside in-
Canada in Winter time so many people
after a Western tour told his audiences,
s like in Winter, sit on a piece of ice
, and it's a safe bet that hundreds of
hear the name of "Canada".

ricultural wealth to the value of a billion
y do you think that people with all this
d wait for hot weather so they can go out
ey are human just as you are, they spend
ey buy luxuries as well as necessities, they
and powder their faces just as you do.---Man
Study them, and when you plan your sales
and prospective customers.

ously about your chances of getting business in
y of the farm papers listed below and informa-
nptly---or ask any Advertising Agency.

Here's What Western Farmers Are Buying Right Now---

Furs—Footwear—Clothing—Pianos—Gramaphones — Foodstuffs — Toilet Preparations—

Here's What They Are Planning to Buy---

Between now and Spring they will have decided what Auto or Truck or Tractor and other Farm Machinery and Supplies they will buy for next season's work.

It is a fact that there has been practically no building on the farms for five years. Increased immigration, natural growth, and wear and tear will create a tremendous building activity next year---Now is the time to tell the West about your Building Material.

WESTERN CANADA

"Grain Growers' Guide"
(*Weekly*) WINNIPEG
(*Member A.B.C.*)

"Nor'-West Farmer"
(*Semi-Monthly*) WINNIPEG
(*Member A.B.C.*)

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING

Established 1908

Published on the 15th of each month

W. A. LYDIATT

Editor and Publisher

53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance Single Copies 20 cents.

ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 12 DECEMBER, 1919

THE SEASON'S COMPLIMENTS!

Here's to you George and Harry, and Bill and John and Fred and all the other names by which I am accustomed to greet you! You fellows whose friendship is my greatest treasure—may it blossom in the good we are able to do for each other and all others.

A hearty handshake! There's no cheer Christmas can bring, no happiness or prosperity the New Year may have in store, that cannot be numbered among my good wishes for you and yours this festive season.

WINNERS OF MARKETING'S AWARDS

The awards announced in our September and October issues, for articles giving the most practical information or suggestions dealing with the problem of "Lowering Sales Costs" did not interest as many contributors as we hoped.

Several highly interesting and valuable contributions were received, however, and will be published commencing in next month's issue. It is significant that the most carefully prepared of the articles submitted provide a strong and convincing defence of present distributing systems, clearing jobbers in particular of the charge of adding unnecessarily to distributing expense. Opportunities for reducing sales costs by more efficient sales organization and management are pointed out in most of the articles to be published.

The winners of the awards are Wm. H. Ingersoll, John C. Kirkwood, G. D. Davis, J. George Frederick, R. W. Gould and A. H. Illsley. We congratulate these gentlemen on the excellence of their contributions, and wish to thank all who participated in the competition.

STILL BOOSTING FREE PUBLICITY

Why buy advertising space? Or bother about display, or illustration, or size or shape of advertisements? Except perhaps in magazines, and in the farm or better trade journals or direct mail advertising. But in the newspapers!—why man, you're barking up the wrong tree!

At least so we are given to understand by the enthusiasm with which certain newspaper publishers continue to extol the merits of free publicity. Listen to this, from the President of the Canadian Press Association, a daily newspaper publisher, to the members of the Association of Canadian Advertisers at their dinner a few weeks ago:

> "During the past three months we have had a great deal to do with press publicity in connection with the Victory Loan. At a meeting at the King Edward Hotel a fortnight or so ago I was asked to say a few words in respect to press publicity, and I took occasion to throw out a long string of *press clippings* that had been clipped from one newspaper in Canada. I did this to show the tremendous amount of publicity that the Victory Loan was getting through the *news columns* of the press.
>
> "Several days after I met a friend who is a great believer in *Display advertising*, and he said: 'Darn you, Taylor, you made a great speech there on press publicity, and you told what the press was doing, but never a line about display advertising. I tell you it is display advertising that is selling the bonds.' I told him, keep on thinking so. I would expect you to in the position you hold.
>
> "Several times after that meeting he brought up the question. When Sir Henry Drayton addressed the Empire Club on Armistice Day he brought the subject up again, saying: 'Wasn't it wonderful at eleven o'clock this morning, in our factory every head was bared, the giggling girls were solemn, and think of it, through the whole length and breadth of the British Empire, hundreds of thousands of heads were bowed in silent prayer.' And I said: what was more wonderful was that the whole thing was accomplished without one line of display advertising.'"

Perhaps there is significance in the fact that the stenographer's notes record "(Amusement)" as following these remarks.

We wondered what advertisers were supposed to think of such talk. It would be amusing, if it were not so serious. If these reams of press publicity in the news columns are actually what put over the Victory Loan, then the several hundred thousand dollars paid by the Government for display advertising was simply a sop to get the "free" stuff. Under such circumstances the daily newspapers could take no credit to themselves for the columns of free press agent stuff published. Nor can they have any conscience in going to the Government, or any Government department, again urging a campaign of display advertising.

Think of the President of the Press Association pinning the blue ribbon on free publicity, while the Association's office is busily engaged writing confidential bulletins to publishers "tying a tin can" to such advertisers as act accordingly and try and get some of the free stuff.

But few publishers will approve of the boasting of these boosters of the "columns of the free."

Discerning publishers know that free publicity is worth no more than it costs, and that such back-door methods are not successful, in promoting legitimate enterprise. It is like the illegitimate offspring of free love, and has no better standing in the community. Even publishers themselves find it advisable to use display space to present a business proposition to their readers.

By way of contrast it is rather refreshing to find the point of view of the more modern publisher thus expressed in a booklet just issued by the Toronto *Globe*.

> "Daily Newspaper Advertising won a new, emphatic, and wide-spread acknowledgment of its powers by its service during the war. In Canada, Great Britain and the United States, the daily newspapers became the right arm of the Government in stirring up the people to war effort—by urging enlistment in the armies and navies, subscriptions to war loans, contributions to the Red Cross, Y.M.C.A., Knights of Columbus and other war work, and by inviting and urging the public even to alter their personal habits and actions so that the effort of the nation might be concentrated and strengthened.
>
> "This was accomplished through the *Display Advertising* columns. The essential difference between the news and the advertising departments became recognized at the start of the war. The news columns carried the news of all these appeals. But news cannot be published twice. One printing of an item disqualifies it for further attention in the news columns.
>
> "The effectiveness of the display advertising columns lies in their ability to repeat—REPEAT—REPEAT—the same story time after time, in a new dress, perhaps, and thus firmly to make an impression on the public."

Newspapers like the *Globe* find their efforts to promote a wider use of legitimate display advertising sorely handicapped by the outpourings of the free publicity scrap-book boosters. Or does no one take them seriously? It is hoped that "(Amusement)" may always be recorded at the conclusion of such outbursts.

❦ ❦ ❦

Advertising means economy in selling when it is the least expensive way of sifting out from the hundreds of thousands the few thousands who are interested—on whom direct selling methods can then be applied.

❦ ❦ ❦

TO PROMOTE NEWSPAPER ADVERTISING

Daily newspaper publishers have at last brought about their organization to promote newspaper advertising. And MARKETING wishes the new association every success.

In this connection, however, we would like to point out, that no cooperative effort can make individual activity less necessary. Indeed, it makes it more necessary, if the best results are to be achieved. The work of such an organization can only supplement the efforts of individual members. Any "Let-George-do-it" attitude, any laying down on the job, or trailing, will only add to the load to be carried, without adding *power*.

Another thought worth keeping in mind is, that no one medium of advertising can be successfully promoted at the expense of any other kinds of advertising. To get more advertising for newspapers it is not necessary to take it away from some other medium. There has been too much of this small-town, narrow-gauged competition in Canadian advertising circles.

What is needed is more digging and development of new fields—more constructive work for advertising, in the results of which the most aggressive will get the biggest share. Knocking the other fellow as a means of getting his business has come to be regarded as incompetent salesmanship.

Let "new business" and "every man to his own oar" be slogans of the new association, and there can be no doubt regarding its power to produce.

❦ ❦ ❦

The man who cants about "Made in Canada" often puts himself in the position of a beggar.

❦ ❦ ❦

WHY MARKETING IS NOT LATE

We are asked why MARKETING cannot be published on the 1st of the month. It could be, except for the fact that we have to wait until after the first of the month for some of the information, such as the "Volume of Advertising" figures. If these were held over for the following month's issue they would be nearly a month old, and less useful on that account. As it is we have to make up the magazine by the first week in the month to get it to you by the 15th.

Before long we hope however, to have a 1st of the month issue, *in addition* to the one you now get.

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR NOVEMBER, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	4	720	80,997	3,838	312	85,147
Farmers Advocate (Winnipeg)	4	720	64,7[illegible]4	4,804	100	69,678
Nor'West Farmer	2	720	55,987	4,900	924	61,811
Canadian Countryman	5	700	52,493	4,114	112	56,719
Farmers Advocate (London)	4	720	49,610	9,388	224	59,222
Farm & Ranch Review	2	720	42,678	4,693	546	47,917
Farmers Magazine	2	700	39,057	1,202	122	40,381
Farm & Dairy	4	700	2[illegible],86[illegible]	5,300	..	33,826
Canadian Farm*	4	702	28,11[illegible]	2,552	168	30,865
Maritime Farmer	2	672	23,325	1,800	1,109	26,[illegible]84
B.C. Farmer	1	420	8,552	154	282	8,988
Family Herald & Weekly Star	4	940	94,180	42	5,067	99,289
Ottawa Farm Journal	8	2,432	57,009	1,643	8,870	67,522
Free Press Prairie Farmer	4	1,[illegible]80	40,930	126	10,226	51,282
Farmers' Sun	4	2,400	31,734	1,585	2,888	36,207
Montreal Weekly Witness	4	2,100	16,002	.....	2,350	18,[illegible]52
Farm & Home	4	1,025	17,293	396	224	17,913

*Does not include mid-week Market Supplement.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR NOVEMBER, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	41,195	777	60
Canadian Home Journal	1	800	29,602	623	38
Everywoman's World	1	800	2[illegible],593	1,593	34
Western Home Monthly	1	720	23,589	1,500	35
Canadian Magazine	1	224	1[illegible],68[illegible]	994	74
Canadian Courier	2	728	15,066	378	21¼
World Wide	5	636	6,087	....	10

"It's All in the Service"

NO doubt you have often seen the above slogan in connection with our advertising and perhaps have casually wondered just what it meant.

It is true that in its abstract sense, "service" may signify anything or next to nothing

For us, however, it has a very real and a very definite meaning — something more indeed than analyzing markets, formulating plans, writing copy, buying art work and checking publications—important as these things are. It means being at the call of the client at any moment our experience or skill may be needed. It may be to suggest a trade name, design a package, or to assist in the solution of some knotty merchandising problem.

But whatever the nature of the work we are "on the job" in a way that gives special point and emphasis to our contention that all a client requires in advertising is contained in the service we are willing and able to offer.

That's what we mean when we say, "It's all in the service."

Norris-Patterson

Limited

ADVERTISING AGENCY

10 East Adelaide Street

Toronto

A.C.A. Annual Meeting

(*Continued from page 468*)

More than one man will shave smoothly as a result of H. S. Beecher's presence (to) at the meeting. Those little Gillette blades come in handy.

* * *

Col. Campbell, of London, was his genial self. What more need be said? Everyone is always glad to see him present.

* * *

Also everyone was exceedingly sorry to find that Past President L. R. Greene was under the weather and thus unavoidably absent. An A.C.A. Meeting without L. R. is most unusual—and his absence is always sincerely regretted. He was ably understudied by F. H. Edgington, however.

* * *

B. H. Bramble was as much in evidence as usual. His unfailing desire for fresh air, however, hardly seemed to be appreciated by many of the members present—judging by the comments on his window-raising stunts.

* * *

"Bob" Muller, of the R. Sykes Muller Co. Ltd., Montreal, occupied the penitent's bench at the foot of the table at the banquet. You can never tell, however, just where "Bob" will bob up.

* * *

W. J. Taylor raised a laugh with his remarks about "meeting the men whose cheques he had been living on these many years." W. J. can always be counted on for some remark of this nature.

* * *

Where, oh where, was the balance of the Montreal contingent? Those who took enough interest to attend certainly looked lonesome. Some had legitimate alibis, others——.

* * *

As usual, George Clark was in evidence during the discussions. George would have made an excellent barrister because he can marshall facts very well.

* * *

Miss Florence E. Clotworthy, the efficient secretary of the Association, certainly had a strenuous time during the meetings, but performed her many duties with credit and despatch.

* * *

The absence of representatives of most Toronto dailies and other publications invited to the dinner—the *Globe* being the only Toronto daily represented—was noted and commented upon by several. However, "Bill" Findlay is a host in himself.

* * *

While criticism of some publications for divers reasons was evident, it is pleasant to note that in private conversation many of the members commented most favorably on the rapid progress made by MARKETING. Thanks for the bouquets, gentlemen. It is our constant effort to deserve them.

* * *

J. J. Gibbons, J. P. Patterson and C. T. Solomon were the Toronto advertising agents present at the dinner. We'll wager they were glad they came. It is not every day one can listen to an address by Mr. Lloyd Harris. Mr. Gibbons made his own contribution to the success of the evening.

(*Continued on page 480*)

Why Advertise in Ottawa?

THIS question can safely be answered by your reply to another question "Why advertise at all."

The natural mission of all advertising is to sell either merchandise or service. And---sales are made when that advertising attracts and convinces potential buyers who have money to spend. Ottawa and vicinity presents a choice field of these potential buyers.

Perhaps You Do Not Know Ottawa!

Maybe all you know about it is that its the Nation's Capital City.

Here is what a leading advertising agency gazetteer has to say about Ottawa.

Read It!

OTTAWA, pop. 104,600, Co. Carleton, on Ottawa River and Rideau Canal, C.P.R., G.T.R.,C.N R. and N.Y.C. Ry., 115 Miles W. of Montreal, 225 Miles N. E. of Toronto.

Chief Industries; Ottawa's three principal pay-rolls combined distribute annually nearly $25,000,000, divided thus; industrial $9,000,000—governmental $12,000,000—railways $3,000,000.

Ottawa's paper, cardboard, tent and awnings and cement factories are among the largest in the world. The city has nearly 200 important industries of various kinds, giving employment to about 19,000 persons. The industries may be classed as follows:

16 lumbering, 18 iron-working, 16 paper and cardboard, 4 leather goods, 5 tent and canvas goods, 3 boat, canoe and motor boat, 3 carriage and waggon, 5 office fixture and house furnishing, 1 meat packing, 1 piano and player-piano, 4 stove and range, 2 automobile and car, 1 furniture and 29 miscellaneaus. The export trade of Ottawa in lumber, pulp and paper to Great Britain, United States and other countries aggregates millions of dollars yearly. The City is the Capital of the Dominion of Canada, and is picturesquely situated. It has wide, regular streets, with fifty miles of magnificent driveway constructed by the Dominion Government, possesses many handsome stone buildings, including the Parliamentary and departmental buildings, the Chateau Laurier, one of the finest hotels in Canada, erected at a cost of nearly $2,000,000, several handsome churches, a university, colleges, convents, model, normal, public and Separate schools, archives, national art gallery, museum, royal mint, fisheries exhibit, Dominion observatory, Dominion experimental farm, Government house, Y.M.C.A. and public library, and has excellent fire brigade and water department. The city is lighted by electricity and gas and has electric street car service. Including the City of Hull, which for business purposes is reckoned as part of Ottawa, being connected by two interprovincial bridges spanning the Ottawa river, Ottawa has a population exceeding 125,000. An enormous activity in recent years in manufacturing and building, guarantees uninterrupted progress in all lines of trade. The outstanding inducement which Ottawa offers as a manufacturing centre is its enormous volume of electrical power, while the electric car service, with 5 cent fares to the extreme limits of the city, is rapidly opening up excellent low-priced residental sections for workmen. Surrounding town and villages where no papers are published; Chelsea, Clarkstown, Ironsides, Pakenham, Finch, Rockland, Metcalfe, Crysler, Berwick, Newington, Kenmore, Vernon, Manotick, Stittsville, Casselman, Hammond, Masson, Thurso, Wakefield, Stewarton, Eastman's Springs and Caledonia Springs.

In addition to this, also bear in mind that Ottawa is the natural market and distributing centre for the populous and prosperous section of Central Canada.

"Tell it" in the Capital City by advertising in the

Ottawa Daily Newspapers

Ottawa, Canada

The Journal
Dailies

The Citizen
Dailies

The Final Link that Clinches the Sale

The Advertising Scale attracts and secures attention to your advertisement in the store where your product is sold. It is the last minute reminder to the consumer—the final link in your advertising plan.

The recording device attached to each scale gives a circulation which is positive—no guesswork.

We have prepared a most careful analysis of the various methods of advertising which we will gladly submit to you. After investigating the claims we make in this analysis, we leave the merit of the Advertising Scale to your own judgment.

Call and see the Scale in operation, or, on request, we will give a demonstration in your own office. Send for a copy of our interesting descriptive booklet "The Final Link in Advertising."

Advertising Scales Limited

26-28 Adelaide Street West TORONTO

W. C. Betts invited the gathering to come to Montreal oftener, holding out as an inducement "the unanimous manner in which the voters went to the polls in Quebec Province." Mr. Betts' room was a popular conference centre; so we are wondering whether he brought some of the aforesaid inducements with him.

* * *

D. J. Beatty of Montreal was the most serious man in the room, with the possible exception of the presiding officer, Mr. Mackay. Douglas missed an annual meeting of the Association for the first time last year, being overseas, and always takes the keenest interest in the proceedings.

Send MARKETING to Branch Sales Offices

Orders recently received from several subscribers to send MARKETING to all their branch sales offices, suggests that other appreciative readers may think this a good idea.

Every member of your sales department should be reading MARKETING every month. Will you subscribe for them? Or suggest that they do so themselves?

Mr. K. R. Townsend, formerly Advertising Manager of Sherwin Williams Co. of Canada, Limited, has joined the staff of R. Sykes Muller Co., Limited.

R. Sykes Muller Co. Limited, has taken over the advertising of Canadian Fabrikoid, Limited, The Arlington Co. of Canada, Limited, and The Flint Color & Varnish Works, which concerns have been purchased by the Canadian Explosives, Limited.

FINDLAY PROMOTED

The directors of the Toronto *Globe* have appointed William Findlay business manager, in recognition of what he has accomplished since joining the *Globe* as advertising manager at the beginning of this year. Need more be said?

Speaking of "HALIFAX"

will remind you immediately of the continuous growth in circulation of Nova Scotia's greatest newspapers

The "Morning Chronicle" and "Daily Echo"

Nearly 100% Net Paid Circulation Increase

MORNING CHRONICLE
Audit Bureau Figures

Average net paid circulation for the following periods, viz:—

1917

Second Quarter	7,791	(Initial audit)
Third Quarter	9,225	
Fourth Quarter	9,921	

1918

First Quarter	9,708
Second Quarter	10,714
Third Quarter	13,205

1919

First Quarter	12,410	
Second Quarter	12,264	
Third Quarter	13,836	(Last audit Sept. 0th 1919)

NET PAID INCREASE 6,045

The Circulation of the "Morning Chronicle" now Exceeds 15,500 Daily.

DAILY ECHO
Audit Bureau Figures

Average net paid circulation for the following periods, viz:--

1917

Second Quarter	5,040	(Initial audit)
Third Quarter	5,554	
Fourth Quarter	5,520	

1918

First Quarter	5,787
Second Quarter	6,213
Third Quarter	7,684

1919

First Quarter	7,858	
Second Quarter	8,173	
Third Quarter	10,680	(Last audit Sept. 30th 1919)

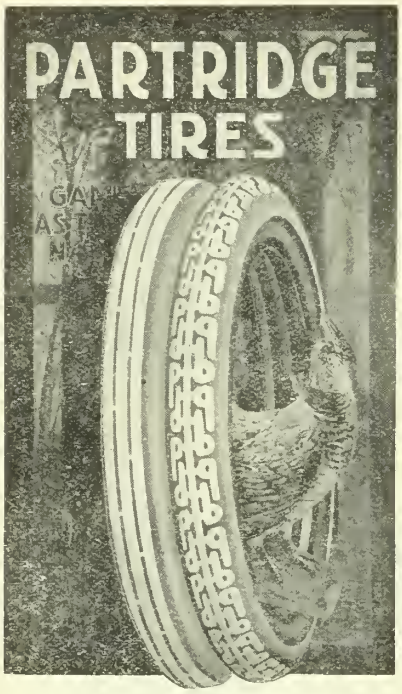
NET PAID INCREASE 5,640

The Circulation of the "Daily Echo" now exceeds 13,000 Daily.

The "Morning Chronicle has the largest morning newspaper circulation in Nova Scotia.
Advertising Contracts accepted upon the A.B.C. audit to this effect.

The Halifax Chronicle and The Daily Echo
(MORNING) (AFTERNOON)

THE FASTEST GROWING DAILY NEWSPAPERS IN EASTERN CANADA



Satisfied Customers are Our Best Advertisement

Herewith is reproduced the striking cut-out designed and manufactured by us for the F. E. Partridge Rubber Co., Limited, Guelph, Ont. The dimensions of the original are 22 x 37 inches and it was executed in seven colors.

It has found great favor with that enterprising concern, and with the many dealers who sell Partridge tires.

Note the following letter :

December 2, 1919

Gentlemen :

We are pleased to inform you the dealers' display advertising matter you supplied us with last season was most satisfactory. The large cut-outs, wall hangers and booklets enthused our dealers and increased our sales.

Very truly yours,

THE F. E. PARTRIDGE RUBBER CO., LTD.

"V. Cooke,"
Vice-President.

We can also please you. When considering labels, show cards, window trims and other such color work, it will pay you to get in touch with us first. Why not do this to-day.

The Standard Lithographic Company of Canada, Limited

FINE COLOR WORK

Trade Mark

LABELS CUTOUTS WINDOW TRIMS, ETC.

28 Temperance St.
TORONTO

Press Association Breaks Up

Three distinct organizations, independently controlled and financed, divide its members. Reconstruction permits extension of service along desired lines. John M. Imrie made manager of new Canadian Daily Newspapers Association

As was predicted in MARKETING last January, the Canadian Press Association, for all practical purposes, has split up. The daily newspapers, weekly newspapers, and the trade and class papers, are each forming their own independent organizations, with their own managers, offices, finances and plans.

The reorganization seems to have gone through with much less friction than was anticipated. At the annual meeting of the Canadian Press Association, held in Toronto on November 27th and 28th, a committee of fifteen was appointed, five from each division, and this committee quickly agreed on such changes in the constitution and by-laws as were required to transfer the activities to the several new organizations.

The Canadian Press Association Inc. will continue as a parent organization, its membership to be made up of ten elected representatives from each of the three new associations being organized. Individual membership in any of the three new publishers' organizations will include membership in the Canadian Press Association, Inc. as reconstituted.

The organization of the Canadian Daily Newspapers' Association has been completed, and its plans call for a large extension of service to the dailies. Several new lines of effort will be undertaken which were not possible under the old organization, and with largely increased fees which these publishers will pay, much more aggressive work will be expected. M. R. Jennings of the Edmonton Journal was elected President, P. D. Ross of the Ottawa Journal, Vice-President, and Geo. E. Scroggie of the Toronto Mail & Empire, Treasurer. Members have already been appointed to the following committees: Paper, Advertising Policy, Advertising Promotion, Postal and Parliamentary, Costs and Records, Circulation and Labor. John M. Imrie, for the past eight years Secretary and Manager of the Canadian Press Association, Inc. has been engaged in a like capacity by the new C.D.N.A.

The Canadian Weekly Newspaper Association has also elected officers and appointed committees, the first President being A. E. Calnan of the Picton *Gazette*, and Secretary, A. R. Alloway of the Oshawa Reformer.

The trade and class publications have not yet completed their organization.

Boosts Help

When our readers are so interested in MARKETING that they urge others to subscribe, that's a good sign, isn't it?

We owe such friends thanks for a number of new subscriptions received lately. Every new subscriber helps to produce a bigger, more interesting, more valuable magazine. Thus your good-will multiplies the value of what you get.

Watch us grow! And help when you can.

we're "Frozen-Up---"

ET---
D!

ne much worse than
d because the Scots
money in Western
derwear can't be sold
bathing suits; or, you
where they grow the
can sell suspenders in
a---then why don't you
nada in Winter?

ead office instructs me to
hs because it's too cold to
January and February sales

ne I could fire a machine gun
se they all stayed in on account
I found the streets so crowded
er little stories go to prove that
edge of the West as a market for

n it is so easy to get real inside in-
Canada in Winter time so many people
after a Western tour told his audiences,
s like in Winter, sit on a piece of ice
, and it's a safe bet that hundreds of
hear the name of "Canada".

ricultural wealth to the value of a billion
y do you think that people with all this
d wait for hot weather so they can go out
ey are human just as you are, they spend
ey buy luxuries as well as necessities, they
and powder their faces just as you do.---Man
Study them, and when you plan your sales
and prospective customers.

iously about your chances of getting business in
y of the farm papers listed below and informa-
nptly---or ask any Advertising Agency.

Here's What Western Farmers Are Buying Right Now---

Furs—Footwear—Clothing—Pianos—Gramaphones — Foodstuffs — Toilet Preparations—

Here's What They Are Planning to Buy---

Between now and Spring they will have decided what Auto or Truck or Tractor and other Farm Machinery and Supplies they will buy for next season's work.

It is a fact that there has been practically no building on the farms for five years. Increased immigration, natural growth, and wear and tear will create a tremendous building activity next year---Now is the time to tell the West about your Building Material.

WESTERN CANADA

"Grain Growers' Guide"
(*Weekly*) WINNIPEG
(*Member A.B.C.*)

"Nor'-West Farmer"
(*Semi-Monthly*) WINNIPEG
(*Member A.B.C.*)

Marketing and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS
With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance Single Copies 20 cents.
ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIII, No. 12 DECEMBER, 1919

THE SEASON'S COMPLIMENTS!

Here's to you George and Harry, and Bill and John and Fred and all the other names by which I am accustomed to greet you! You fellows whose friendship is my greatest treasure—may it blossom in the good we are able to do for each other and all others.

A hearty handshake! There's no cheer Christmas can bring, no happiness or prosperity the New Year may have in store, that cannot be numbered among my good wishes for you and yours this festive season.

WINNERS OF MARKETING'S AWARDS

The awards announced in our September and October issues, for articles giving the most practical information or suggestions dealing with the problem of "Lowering Sales Costs" did not interest as many contributors as we hoped.

Several highly interesting and valuable contributions were received, however, and will be published commencing in next month's issue. It is significant that the most carefully prepared of the articles submitted provide a strong and convincing defence of present distributing systems, clearing jobbers in particular of the charge of adding unnecessarily to distributing expense. Opportunities for reducing sales costs by more efficient sales organization and management are pointed out in most of the articles to be published.

The winners of the awards are Wm. H. Ingersoll, John C. Kirkwood, G. D. Davis, J. George Frederick, R. W. Gould and A. H. Illsley. We congratulate these gentlemen on the excellence of their contributions, and wish to thank all who participated in the competition.

STILL BOOSTING FREE PUBLICITY

Why buy advertising space? Or bother about display, or illustration, or size or shape of advertisements? Except perhaps in magazines, and in the farm or better trade journals or direct mail advertising. But in the newspapers!—why man, you're barking up the wrong tree!

At least so we are given to understand by the enthusiasm with which certain newspaper publishers continue to extol the merits of free publicity. Listen to this, from the President of the Canadian Press Association, a daily newspaper publisher, to the members of the Association of Canadian Advertisers at their dinner a few weeks ago:

> "During the past three months we have had a great deal to do with press publicity in connection with the Victory Loan. At a meeting at the King Edward Hotel a fortnight or so ago I was asked to say a few words in respect to press publicity, and I took occasion to throw out a long string of *press clippings* that had been clipped from one newspaper in Canada. I did this to show the tremendous amount of publicity that the Victory Loan was getting through the *news columns* of the press.
>
> "Several days after I met a friend who is a great believer in *Display advertising*, and he said: 'Darn you, Taylor, you made a great speech there on press publicity, and you told what the press was doing, but never a line about display advertising. I tell you it is display advertising that is selling the bonds.' I told him, keep on thinking so. I would expect you to in the position you hold.
>
> "Several times after that meeting he brought up the question. When Sir Henry Drayton addressed the Empire Club on Armistice Day he brought the subject up again, saying: 'Wasn't it wonderful at eleven o'clock this morning, in our factory every head was bared, the giggling girls were solemn, and think of it, through the whole length and breadth of the British Empire, hundreds of thousands of heads were bowed in silent prayer.' And I said: what was more wonderful was that the whole thing was accomplished without one line of display advertising.'

Perhaps there is significance in the fact that the stenographer's notes record "(Amusement)" as following these remarks.

We wondered what advertisers were supposed to think of such talk. It would be amusing, if it were not so serious. If these reams of press publicity in the news columns are actually what put over the Victory Loan, then the several hundred thousand dollars paid by the Government for display advertising was simply a sop to get the "free" stuff. Under such circumstances the daily newspapers could take no credit to themselves for the columns of free press agent stuff published. Nor can they have any conscience in going to the Government, or any Government department, again urging a campaign of display advertising.

Think of the President of the Press Association pinning the blue ribbon on free publicity, while the Association's office is busily engaged writing confidential bulletins to publishers "tying a tin can" to such advertisers as act accordingly and try and get some of the free stuff.

But few publishers will approve of the boasting of these boosters of the "columns of the free."

Discerning publishers know that free publicity is worth no more than it costs, and that such back-door methods are not successful, in promoting legitimate enterprise. It is like the illegitimate offspring of free love, and has no better standing in the community. Even publishers themselves find it advisable to use display space to present a business proposition to their readers.

By way of contrast it is rather refreshing to find the point of view of the more modern publisher thus expressed in a booklet just issued by the Toronto *Globe*.

> "Daily Newspaper Advertising won a new, emphatic, and wide-spread acknowledgment of its powers by its service during the war. In Canada, Great Britain and the United States, the daily newspapers became the right arm of the Government in stirring up the people to war effort—by urging enlistment in the armies and navies, subscriptions to war loans, contributions to the Red Cross, Y.M.C.A., Knights of Columbus and other war work, and by inviting and urging the public even to alter their personal habits and actions so that the effort of the nation might be concentrated and strengthened.
>
> "This was accomplished through the *Display Advertising* columns. The essential difference between the news and the advertising departments became recognized at the start of the war. The news columns carried the news of all these appeals. But news cannot be published twice. One printing of an item disqualifies it for further attention in the news columns.
>
> "The effectiveness of the display advertising columns lies in their ability to repeat—REPEAT—REPEAT—the same story time after time, in a new dress, perhaps, and thus firmly to make an impression on the public."

Newspapers like the *Globe* find their efforts to promote a wider use of legitimate display advertising sorely handicapped by the outpourings of the free publicity scrap-book boosters. Or does no one take them seriously? It is hoped that "(Amusement)" may always be recorded at the conclusion of such outbursts.

❦ ❦ ❦

Advertising means economy in selling when it is the least expensive way of sifting out from the hundreds of thousands the few thousands who are interested—on whom direct selling methods can then be applied.

❦ ❦ ❦

TO PROMOTE NEWSPAPER ADVERTISING

Daily newspaper publishers have at last brought about their organization to promote newspaper advertising. And MARKETING wishes the new association every success.

In this connection, however, we would like to point out, that no cooperative effort can make individual activity less necessary. Indeed, it makes it more necessary, if the best results are to be achieved. The work of such an organization can only supplement the efforts of individual members. Any "Let-George-do-it" attitude, any laying down on the job, or trailing, will only add to the load to be carried, without adding *power*.

Another thought worth keeping in mind is, that no one medium of advertising can be successfully promoted at the expense of any other kinds of advertising. To get more advertising for newspapers it is not necessary to take it away from some other medium. There has been too much of this small-town, narrow-gauged competition in Canadian advertising circles.

What is needed is more digging and development of new fields—more constructive work for advertising, in the results of which the most aggressive will get the biggest share. Knocking the other fellow as a means of getting his business has come to be regarded as incompetent salesmanship.

Let "new business" and "every man to his own oar" be slogans of the new association, and there can be no doubt regarding its power to produce.

❦ ❦ ❦

The man who cants about "Made in Canada" often puts himself in the position of a beggar.

❦ ❦ ❦

WHY MARKETING IS NOT LATE

We are asked why MARKETING cannot be published on the 1st of the month. It could be, except for the fact that we have to wait until after the first of the month for some of the information, such as the "Volume of Advertising" figures. If these were held over for the following month's issue they would be nearly a month old, and less useful on that account. As it is we have to make up the magazine by the first week in the month to get it to you by the 15th.

Before long we hope however, to have a 1st of the month issue, *in addition* to the one you now get.

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR NOVEMBER, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	4	720	80,997	3,838	312	85,147
Farmers Advocate (Winnipeg)	4	720	64,7[illegible]4	4,804	1[illegible]0	69,678
Nor'West Farmer	2	720	55,987	4,900	924	61,811
Canadian Countryman	5	700	52,493	4,114	112	56,719
Farmers Advocate (London)	4	720	49,610	9,388	224	59,222
Farm & Ranch Review	2	720	42,678	4,693	546	47,917
Farmers Magazine	2	700	39,057	1,202	122	40,381
Farm & Dairy	4	700	2[illegible],86	5,3[illegible]0	..	33,8[illegible]6
Canadian Farm*	4	7[illegible]2	28,11[illegible]	2,5[illegible]2	168	30,[illegible]65
Maritime Farmer	2	672	23,325	1,800	1,1[illegible]9	26, 84
B.C. Farmer	1	42[illegible]	8,552	154	282	8,988
Family Herald & Weekly Star	4	940	94,180	42	5,067	99,289
Ottawa Farm Journal	8	2,432	57,[illegible]09	1,643	8,870	67,[illegible]22
Free Press Prairie Farmer	4	1, 8[illegible]	40,930	126	10,226	51,282
Farmers' Sun	4	2,[illegible]00	31,734	1,585	2,88[illegible]	[illegible]6,207
Montreal Weekly Witness	4	2,1[illegible]0	16,0[illegible]2	.....	2,35[illegible]	18, 52
Farm & Home	4	1,025	17,293	396	224	17,913

*Does not include mid-week Market Supplement.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR NOVEMBER, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	41,195	777	60
Canadian Home Journal	1	800	29,6[illegible]2	623	38
Everywoman's World	1	800	2[illegible],[illegible]93	1,[illegible]93	34
Western Home Monthly	1	720	23,589	1,500	35
Canadian Magazine	1	224	1[illegible],6[illegible]8	994	74
Canadian Courier	2	728	15,066	378	21¼
World Wide	5	636	6,087	....	10

"It's All in the Service"

NO doubt you have often seen the above slogan in connection with our advertising and perhaps have casually wondered just what it meant.

It is true that in its abstract sense, "service" may signify anything or next to nothing

For us, however, it has a very real and a very definite meaning — something more indeed than analyzing markets, formulating plans, writing copy, buying art work and checking publications—important as these things are. It means being at the call of the client at any moment our experience or skill may be needed. It may be to suggest a trade name, design a package, or to assist in the solution of some knotty merchandising problem.

But whatever the nature of the work we are "on the job" in a way that gives special point and emphasis to our contention that all a client requires in advertising is contained in the service we are willing and able to offer.

That's what we mean when we say, "It's all in the service."

Norris-Patterson

Limited

ADVERTISING AGENCY

10 East Adelaide Street

Toronto

A.C.A. Annual Meeting

(*Continued from page 468*)

More than one man will shave smoothly as a result of H. S. Beecher's presence (to) at the meeting. Those little Gillette blades come in handy.

* * *

Col. Campbell, of London, was his genial self. What more need be said? Everyone is always glad to see him present.

* * *

Also everyone was exceedingly sorry to find that Past President L. R. Greene was under the weather and thus unavoidably absent. An A.C.A. Meeting without L. R. is most unusual—and his absence is always sincerely regretted. He was ably understudied by F. H. Edgington, however.

* * *

B. H. Bramble was as much in evidence as usual. His unfailing desire for fresh air, however, hardly seemed to be appreciated by many of the members present—judging by the comments on his window-raising stunts.

* * *

"Bob" Muller, of the R. Sykes Muller Co. Ltd., Montreal, occupied the penitent's bench at the foot of the table at the banquet. You can never tell, however, just where "Bob" will bob up.

* * *

W. J. Taylor raised a laugh with his remarks about "meeting the men whose cheques he had been living on these many years." W. J. can always be counted on for some remark of this nature.

* * *

Where, oh where, was the balance of the Montreal contingent? Those who took enough interest to attend certainly looked lonesome. Some had legitimate alibis, others——.

* * *

As usual, George Clark was in evidence during the discussions. George would have made an excellent barrister because he can marshall facts very well.

* * *

Miss Florence E. Clotworthy, the efficient secretary of the Association, certainly had a strenuous time during the meetings, but performed her many duties with credit and despatch.

* * *

The absence of representatives of most Toronto dailies and other publications invited to the dinner—the *Globe* being the only Toronto daily represented—was noted and commented upon by several. However, "Bill" Findlay is a host in himself.

* * *

While criticism of some publications for divers reasons was evident, it is pleasant to note that in private conversation many of the members commented most favorably on the rapid progress made by MARKETING. Thanks for the bouquets, gentlemen. It is our constant effort to deserve them.

* * *

J. J. Gibbons, J. P. Patterson and C. T. Solomon were the Toronto advertising agents present at the dinner. We'll wager they were glad they came. It is not every day one can listen to an address by Mr. Lloyd Harris. Mr. Gibbons made his own contribution to the success of the evening.

(*Continued on page 480*)

Why Advertise in Ottawa?

THIS question can safely be answered by your reply to another question "Why advertise at all."

The natural mission of all advertising is to sell either merchandise or service. And---sales are made when that advertising attracts and convinces potential buyers who have money to spend. Ottawa and vicinity presents a choice field of these potential buyers.

Perhaps You Do Not Know Ottawa!

Maybe all you know about it is that its the Nation's Capital City.

Here is what a leading advertising agency gazetteer has to say about Ottawa.

Read It!

OTTAWA, pop. 104,600, Co. Carleton, on Ottawa River and Rideau Canal, C.P.R., G.T.R.,C.N.R. and N.Y.C. Ry., 115 Miles W. of Montreal, 225 Miles N. E. of Toronto.

Chief Industries; Ottawa's three principal pay-rolls combined distribute annually nearly $25,000,000, divided thus; industrial $9,000,000—governmental $12,000,000—railways $3,000,000.

Ottawa's paper, cardboard, tent and awnings and cement factories are among the largest in the world. The city has nearly 200 important industries of various kinds, giving employment to about 19,000 persons. The industries may be classed as follows:

16 lumbering, 18 iron-working, 16 paper and cardboard, 4 leather goods, 5 tent and canvas goods, 3 boat, canoe and motor boat, 3 carriage and waggon, 5 office fixture and house furnishing, 1 meat packing, 1 piano and player-piano, 4 stove and range, 2 automobile and car, 1 furniture and 29 miscellaneaus. The export trade of Ottawa in lumber, pulp and paper to Great Britain, United States and other countries aggregates millions of dollars yearly. The City is the Capital of the Dominion of Canada, and is picturesquely situated. It has wide, regular streets, with fifty miles of magnificent driveway constructed by the Dominion Government, possesses many handsome stone buildings, including the Parliamentary and departmental buildings, the Chateau Laurier, one of the finest hotels in Canada, erected at a cost of nearly $2,000,000, several handsome churches, a university, colleges, convents, model, normal, public and Separate schools, archives, national art gallery, museum, royal mint, fisheries exhibit, Dominion observatory, Dominion experimental farm, Government house, Y.M.C.A. and public library, and has excellent fire brigade and water department. The city is lighted by electricity and gas and has electric street car service. Including the City of Hull, which for business purposes is reckoned as part of Ottawa, being connected by two interprovincial bridges spanning the Ottawa river, Ottawa has a population exceeding 125,000. An enormous activity in recent years in manufacturing and building, guarantees uninterrupted progress in all lines of trade. The outstanding inducement which Ottawa offers as a manufacturing centre is its enormous volume of electrical power, while the electric car service, with 5 cent fares to the extreme limits of the city, is rapidly opening up excellent low-priced residental sections for workmen. Surrounding town and villages where no papers are published; Chelsea, Clarkstown, Ironsides, Pakenham, Finch, Rockland, Metcalfe, Crysler, Berwick, Newington, Kenmore, Vernon, Manotick, Stittsville, Casselman, Hammond, Masson, Thurso, Wakefield, Stewarton, Eastman's Springs and Caledonia Springs.

In addition to this, also bear in mind that Ottawa is the natural market and distributing centre for the populous and prosperous section of Central Canada.

"Tell it" in the Capital City by advertising in the

Ottawa Daily Newspapers

Ottawa, Canada

The Journal
Dailies

The Citizen
Dailies

The Final Link that Clinches the Sale

The Advertising Scale attracts and secures attention to your advertisement in the store where your product is sold. It is the last minute reminder to the consumer—the final link in your advertising plan.

The recording device attached to each scale gives a circulation which is positive—no guesswork.

We have prepared a most careful analysis of the various methods of advertising which we will gladly submit to you. After investigating the claims we make in this analysis, we leave the merit of the Advertising Scale to your own judgment.

Call and see the Scale in operation, or, on request, we will give a demonstration in your own office. Send for a copy of our interesting descriptive booklet "The Final Link in Advertising."

Advertising Scales Limited

26-28 Adelaide Street West TORONTO

W. C. Betts invited the gathering to come to Montreal oftener, holding out as an inducement "the unanimous manner in which the voters went to the polls in Quebec Province." Mr. Betts' room was a popular conference centre; so we are wondering whether he brought some of the aforesaid inducements with him.

* * *

D. J. Beatty of Montreal was the most serious man in the room, with the possible exception of the presiding officer, Mr. Mackay. Douglas missed an annual meeting of the Association for the first time last year, being overseas, and always takes the keenest interest in the proceedings.

Send MARKETING to Branch Sales Offices

Orders recently received from several subscribers to send MARKETING to all their branch sales offices, suggests that other appreciative readers may think this a good idea.

Every member of your sales department should be reading MARKETING every month. Will you subscribe for them? Or suggest that they do so themselves?

Mr. K. R. Townsend, formerly Advertising Manager of Sherwin Williams Co. of Canada, Limited, has joined the staff of R. Sykes Muller Co., Limited.

R. Sykes Muller Co. Limited, has taken over the advertising of Canadian Fabrikoid, Limited, The Arlington Co. of Canada, Limited, and The Flint Color & Varnish Works, which concerns have been purchased by the Canadian Explosives, Limited.

FINDLAY PROMOTED

The directors of the Toronto *Globe* have appointed William Findlay business manager, in recognition of what he has accomplished since joining the *Globe* as advertising manager at the beginning of this year. Need more be said?

Speaking of "HALIFAX"

will remind you immediately of the continuous growth in circulation of Nova Scotia's greatest newspapers

The "Morning Chronicle" and "Daily Echo"

Nearly 100% Net Paid Circulation Increase

MORNING CHRONICLE
Audit Bureau Figures

Average net paid circulation for the following periods, viz:—

1917

Second Quarter	7,791	(Initial audit)
Third Quarter	9,225	
Fourth Quarter	9,921	

1918

First Quarter	9,708
Second Quarter	10,714
Third Quarter	13,205

1919

First Quarter	12,410	
Second Quarter	12,264	
Third Quarter	13,836	(Last audit Sept. 0th 1919)

NET PAID INCREASE 6,045

The Circulation of the "Morning Chronicle" now Exceeds 15,500 Daily.

DAILY ECHO
Audit Bureau Figures

Average net paid circulation for the following periods, viz:--

1917

Second Quarter	5,040	(Initial audit)
Third Quarter	5,554	
Fourth Quarter	5,520	

1918

First Quarter	5,787
Second Quarter	6,213
Third Quarter	7,684

1919

First Quarter	7,858	
Second Quarter	8,173	
Third Quarter	10,680	(Last audit Sept. 30th 1919)

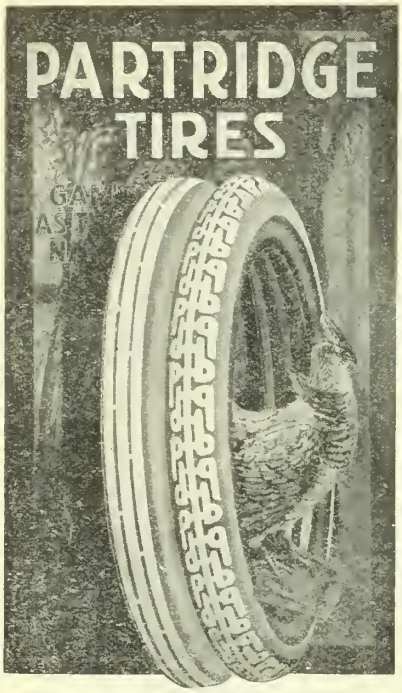
NET PAID INCREASE 5,640

The Circulation of the "Daily Echo" now exceeds 13,000 Daily.

The "Morning Chronicle has the largest morning newspaper circulation in Nova Scotia.
Advertising Contracts accepted upon the A.B.C. audit to this effect.

The Halifax Chronicle and The Daily Echo
(MORNING) (AFTERNOON)

THE FASTEST GROWING DAILY NEWSPAPERS IN EASTERN CANADA



Satisfied Customers are Our Best Advertisement

Herewith is reproduced the striking cut-out designed and manufactured by us for the F. E. Partridge Rubber Co., Limited, Guelph, Ont. The dimensions of the original are 22 x 37 inches and it was executed in seven colors.

It has found great favor with that enterprising concern, and with the many dealers who sell Partridge tires.

Note the following letter :

December 2, 1919

Gentlemen :

We are pleased to inform you the dealers' display advertising matter you supplied us with last season was most satisfactory. The large cut-outs, wall hangers and booklets enthused our dealers and increased our sales.

Very truly yours,

THE F. E. PARTRIDGE RUBBER CO., LTD.

"V. Cooke,"
Vice-President.

We can also please you. When considering labels, show cards, window trims and other such color work, it will pay you to get in touch with us first. Why not do this to-day.

The Standard Lithographic Company of Canada, Limited

FINE COLOR WORK

Trade Mark

LABELS CUTOUTS WINDOW TRIMS, ETC.

28 Temperance St.
TORONTO

Press Association Breaks Up

Three distinct organizations, independently controlled and financed, divide its members. Reconstruction permits extension of service along desired lines. John M. Imrie made manager of new Canadian Daily Newspapers Association

As was predicted in MARKETING last January, the Canadian Press Association, for all practical purposes, has split up. The daily newspapers, weekly newspapers, and the trade and class papers, are each forming their own independent organizations, with their own managers, offices, finances and plans.

The reorganization seems to have gone through with much less friction than was anticipated. At the annual meeting of the Canadian Press Association, held in Toronto on November 27th and 28th, a committee of fifteen was appointed, five from each division, and this committee quickly agreed on such changes in the constitution and by-laws as were required to transfer the activities to the several new organizations.

The Canadian Press Association Inc. will continue as a parent organization, its membership to be made up of ten elected representatives from each of the three new associations being organized. Individual membership in any of the three new publishers' organizations will include membership in the Canadian Press Association, Inc. as reconstituted.

The organization of the Canadian Daily Newspapers' Association has been completed, and its plans call for a large extension of service to the dailies. Several new lines of effort will be undertaken which were not possible under the old organization, and with largely increased fees which these publishers will pay, much more aggressive work will be expected. M. R. Jennings of the Edmonton Journal was elected President, P. D. Ross of the Ottawa Journal, Vice-President, and Geo. E. Scroggie of the Toronto Mail & Empire, Treasurer. Members have already been appointed to the following committees: Paper, Advertising Policy, Advertising Promotion, Postal and Parliamentary, Costs and Records, Circulation and Labor. John M. Imrie, for the past eight years Secretary and Manager of the Canadian Press Association, Inc. has been engaged in a like capacity by the new C.D.N.A.

The Canadian Weekly Newspaper Association has also elected officers and appointed committees, the first President being A. E. Calnan of the Picton *Gazette*, and Secretary, A. R. Alloway of the Oshawa Reformer.

The trade and class publications have not yet completed their organization.

Boosts Help

When our readers are so interested in MARKETING that they urge others to subscribe, that's a good sign, isn't it?

We owe such friends thanks for a number of new subscriptions received lately. Every new subscriber helps to produce a bigger, more interesting, more valuable magazine. Thus your good-will multiplies the value of what you get.

Watch us grow! And help when you can.

You Cultivate Canada's Richest Market When You Advertise In

SASKATCHEWAN

and to adequately cover Saskatchewan
you MUST advertise in

The Regina Morning Leader

--- and ---

The Saskatoon Phoenix

No Canadian campaign of national advertising is complete without these two newspapers

---

SPECIAL REPRESENTATIVES
Toronto: Edgar J. Guy, 302 Royal Bank Building.
New York: L. Klebahn, 1 West Thirty-fourth Street.
Chicago: Henry De Clerque, 200 Mailers Building.
London, Eng.: F. A. Smyth, 29 Ludgate Hill.

Telling Means Selling

in a gratifying percentage of cases when you route your message to over 35,000 progressive Canadian farmers---31,000 of them in the banner Province of Ontario, via :

Canadian Farm

This aggressive farm weekly dominates its field because it is rendering **twice weekly** an invaluable service to its readers---the majority of whom are live stock specialists, making and spending money freely.

This service is **two-fold**---a regular issue packed with valuable general, plus market information, mailed each Tuesday; and a down-to-the-minute

Market Issue

Containing the very latest and absolutely reliable market information gathered by a market expert of the highest standing to the close of the Thursday markets, and reaching most of its readers a day later. This market issue is eagerly awaited because it **saves** and **makes** money for its readers.

Our files are replete with letters from gratified subscribers giving details about money made by acting on the strength of this market information.

Such are the men who will read and act favorably on your message in CANADIAN FARM.

New Advertising Rate---18c. per Line
Effective Jan. 1st, 1920

Canadian Farm
Member A.B.C.

181 Simcoe St. - - TORONTO

"James Fisher Company" New Advertising Agency

After nine years' service Mr. James Fisher has resigned the position of Manager of the Toronto office of McConnell & Fergusson, and will shortly organize a new agency, to be known as "The James Fisher Company." Associated with Mr. Fisher as members of the new company will be Messrs. W. H. Bowman, E. W. Reynolds and W. M. Chisholm, all of whom have been connected with McConnell & Fergusson.

Mr. Fisher came to Toronto from Stratford, where he was Business Manager of *The Herald*. He spent two years with the McKim agency, and four years as Advertising Manager of the Hugh C. MacLean publications. In the agency field he has handled the work of many leading commercial advertisers, as well as important campaigns for both Federal and Provincial Governments. He is well known from

JAMES FISHER
Who heads new advertising agency

coast to coast as a successful advertising man.

Mr. Bowman has been prominent in the Canadian advertising field for many years as a leading copy writer and as an advertising counsel. He spent twelve years with the firm he is now leaving.

Mr. E. W. Reynolds was for seven years on the editorial staff of *The Globe*, including two years as editor of the industrial department. He also wrote many articles on business and financial subjects for leading Canadian, United States and British periodicals. Since entering the advertising field he has been connected with the head office of McConnell & Fergusson, at London, Ontario.

Mr. W. M. Chisholm is a Nova Scotian, but graduated from the O.A.C. at Guelph and was for a time a district representative of the Ontario Department of Agriculture. He has been in the advertising profession for several years, specializing in advertising appealing to the farm field.

W. C. Boyd has been appointed sales manager for Western Canada for the Canada Paint Co., with headquarters at Winnipeg.

DELCO FARM LIGHTING PLANT and CANADIAN COUNTRYMAN

Countryman Again Proves its Extraordinary Value as Medium for Reaching Farmers Who Desire Modern Equipment and have the Money to Buy it.

TELEPHONE MAIN 4084

DELCO-LIGHT PRODUCTS

ELECTRICAL SYSTEMS LIMITED
DISTRIBUTORS
173 KING STREET EAST
TORONTO, CANADA

DELCO-LIGHT
ELECTRICITY FOR EVERY FARM AND SUMMER HOME

May 16th, 1919.

Messrs. "Canadian Countryman",
Goodyear Bldg.,
CITY.

Gentlemen:

It gives us a great deal of pleasure to certify to the great drawing ability of the "Canadian Countryman", in advertising such merchandise as Delco-Light Products.

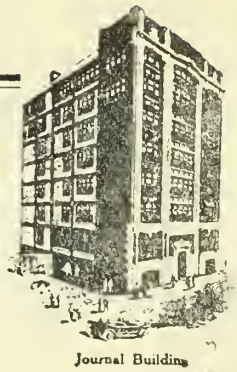
Our Spring Campaign carried on in the "Canadian Countryman", has given most excellent results. In addition to the straight advertising qualities of the paper, we wish to thank you for the unfailing courtesy and co-operation which you have at all times given us.

Yours very truly,
ELECTRICAL SYSTEMS LIMITED.

Edward D. Bruce
President.

EWB/H.

Results Count


Journal Building

A Leading Firm of Implement Manufacturers Writes:—

"We get splendid results from the 'Farm Journal,' and our appropriation for 1920 will be considerably enlarged."

That is the Kind of Result That Counts

BECAUSE THE OTTAWA FARM JOURNAL goes by rural mail route into over 20,000 progressive Farm Homes in the Great Central Dairy Belt.

BECAUSE THE OTTAWA FARM JOURNAL has by nearly 5,000 a greater concentrated circulation in the territory it covers than any other Canadian Farm Paper.

BECAUSE THE OTTAWA FARM JOURNAL has established the most intimate and cordial relations with its readers---over 16% of whom write the Editor personally each year for advice.

BECAUSE THE OTTAWA FARM JOURNAL has for some months past led all farm papers in Canada in the volume of display advertising carried.

Rates advance January 1st, 1920, but users of space during 1919 will be entitled to the present rate during 1920.

Never before was this agricultural section of Canada so prosperous as at the moment. If you would reach the Dairying and Mixed Farming Interests of Eastern Ontario and Western Quebec THE OTTAWA FARM JOURNAL IS THE INDISPENSABLE Medium.

The OTTAWA FARM JOURNAL

OTTAWA - ONTARIO

TORONTO OFFICE
J. B. Rathbone, Manager, 95 King St. East

CHICAGO
Chas. H. Eddy Co., Peoples Gas Building

NEW YORK
Chas. H. Eddy Co., 1011 Fifth Avenue Building

BOSTON
Chas H. Eddy Co., Old South Building

Holding Up Trade by Monopoly

In a judgment handed down November 27th, the Board of Commerce finds that the Canadian General Electric Company of Toronto as the holder of certain patents in respect of Tungsten filaments, has made use of its rights, so as to restrain trade and commerce in relation to the manufacture and production of incandescent electric lamps. Under Section 13 of the act, it is within the power of the board to make a report to the Minister of Justice when patents have been used in restraint of trade and the Minister may exhibit an information in the Exchequer Court praying for a judgment revoking such patent. This course has been adopted by the board, permitting of the matter being further investigated by a tribunal technically equipped for that purpose.

Refused to Sell Wire

The case arose out of the complaint of the Canadian Laco Phillips Company, Limited, Toronto, that the Canadian General Electric Company, also of Toronto, who control the manufacture of drawn tungsten wire in Canada by virtue of several patents, have refused to sell such wire to the applicants for use in the manufacture of lamps. The respondents are themselves manufacturers of lamps, and it was alleged that they were seeking to have a monopoly of lamp manufacture in Canada.

Ralph C. Blakeney, for the past sixteen years with Brandram Henderson Limited, went to Halifax December 1st as Maritime sales manager for Benjamin Moore Co. Ltd., Toronto. John B. Cleveland has been appointed Western sales manager, with headquarters at Saskatoon, for the same firm.

Colin Harris, for the past six years advertising manager of Henry Birks & Sons Ltd., Montreal, has joined the staff of the Advertising Service Company, Montreal office.

The Advertising Service Company, Toronto office, has secured the advertising account of the American Pad & Textile Company Ltd., Chatham, and will also place some advertising for the Ontario Association of Architects, Toronto.

"Erasmic" Perfumes of London and Paris are doing some advertising in Canadian publications through the Advertising Service Company, Montreal. This agency is also placing advertising for the Asbestos Manufacturing Co. Ltd., Columbus Rubber Co. Ltd., and Southern Canada Power Co. of Montreal.

The opening of the new office building of Gunns Limited, Toronto, was celebrated with a social evening for the members of the office staff, their wives, sweethearts and friends. The affair demonstrated the fine feeling that exists between employer and employee in the Gunn organization.

1866 *LONDON, CANADA* 1919

Service That Wins Out

Go where you will, **"The Farmer's Advocate and Home Magazine,"** now completing its 54th year, is a household word in Canadian homes. Even in towns and cities many of the most successful citizens will swear allegiance to the farm, and mingled with happy memories of the past is a picture of **The Farmer's Advocate.**

Editorially, The Farmer's Advocate" is tolerant of others' views, yet straight and fearless in the expression of its own.

The various departments are replete with up-to-date information for the mixed farmer, poultryman, fruit grower, or husbandman of any kind, and in addition to this it is universally acknowledged to be the

Leading Live Stock Paper of Canada

Complete summaries are promptly given of all that is said and done at public gatherings held in the interest of agriculture. Reports of all leading exhibitions are full and accurate, being always prepared by competent editors and published without regard to expense so long as they can be made absolutely correct.

In addition to this, it has been our constant endeavor to bring to the knowledge of our thousands of readers the latest devices or inventions that will help to lighten the burdens and brighten the lives of men and women on the farm.

The Farmer's Advocate is, above all, practical and accurate

A farm "Weldwood" in the vicinity of London is operated in connection with the paper and supervised by one of the editors. Nothing impracticable or harmful is published because the editors are trained, experienced men, who will not allow others to be deceived. This is why readers trust **The Farmer's Advocate Home and Magazine** and preserve it on fyle for future reference.

The **Home Magazine** section (edited by a woman who knows by experience what life is on the farm) is one of the most popular departments of this publication. Every phase of home life on the farm is intelligently dealt with, and all articles and illustrations in this section are chosen with a view to help, enlighten, and cheer each member of the household.

It is chiefly these features that make **The Farmer's Advocate and Home Magazine** so carefully read week by week, and our advertisers reap gratifying returns from their investments in the advertising columns.

If you would like to see a sample copy, or desire further particulars write

The William Weld Company, Limited
LONDON, CANADA
Publishers

The Farmer's Advocate and Home Magazine

(Member of A.B.C.)

"We thank you for your letter of November 14.

"The information you furnished was just what we wanted and we appreciate the co-operation you extended"

Possibly We Can Co-operate With You in the Maritimes

Merely a little co-operation we were in a position to accord a leading advertising agent---and above is his letter of appreciation.

Without this service his campaign might have had a dent in it so far as St. John was concerned.

We are here to serve YOU in the same way even though a "contract" isn't in sight. When you are prepared to enter the Maritimes, that will take care of itself---the A.B.C. (of which we are the ONLY New Brunswick members) will tell you why the Telegraph-Times Combination should be FIRST.

Nearly 30,000 net paid daily at a flat cost of five cents an agate line.

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A B.C. Papers in New Brunswick

FEW---
VERY FEW---

Outside newspapers are sold in Kingston.

The Daily British Whig provides such a splendid news and feature service that the reading public finds the local paper sufficient to its needs. That fact explains the Whig's big circulation. The A. B. C. average for November was 6,369.

Don't forget the fact that the Whig is the only A.B.C. paper in Kingston. The live advertiser knows what that means.

Employees Entertain Employers

One of the most interesting and significant of many business gatherings which have taken place during recent months, was that held a few weeks ago in Chatham when the "producers" entertained the manufacturers of the city at a banquet. The idea had the effect of drawing the employees very much closer to their employers.

An important result of the meeting was the passing of a resolution asking the Chamber of Commerce to appoint an "industrial relations committee" in connection with the chamber. This committee, to be composed of three representatives of the manufacturers and employers of labor and three representatives of the labor men themselves, whose duty it will be to arbitrate in all industrial disputes which may be brought forth in the city from time to time. The object is, of course, to eliminate the chance of industrial disputes.

Ramsay Sales Staff Meet

Reports which reach MARKETING indicate that the recent annual round-up of the sales organization of A. Ramsay & Son Company of Montreal was especially noteworthy, in the interest and enthusiasm manifested in connection with every detail of a four-day programme. Manager Brown and Sales Manager McAdie are to be congratulated for showing how such a gathering can be made distinctly worth-while. The first-mentioned gave a helpful address on "Salesmanship" and Mr. McAdie showed the possibilities for more paint sales in such a graphic way that every salesman present must have felt the urge and realized the opportunities for bigger business. E. J. Sutcliffe of the J. J. Gibbons Advertising Agency gave a strong talk on advertising in discussing the plans for next year.

Gray-Dort Get-Together

The Gray-Dort Motor Company of Chatham was host at a "get-together" banquet to the firm's executive heads a couple of weeks ago, at which it was announced that a Gray-Dort Club would shortly be established for the employee's benefit. Mr. R. A. Baker, of the Baker Advertising Agency, was one of the speakers.

W. J. Bland, who has been sales manager of the linseed oil and paint department of the Canada Paint Company at Winnipeg has resigned to join the forces of the Glidden Company, which plans to open a warehouse in Winnipeg to take care of Western business.

C. B. Stenning has joined the advertising department of the Dominion Cartridge Company as assistant to E. M. Putnam, advertising manager. He has been with the Montreal *Gazette* since his return from France after seeing service in the British Air Force. Previously he had experience with the service department of the *Family Herald* and *Weekly Star*.

Remarkable Sales of Phonographs

In a recent address before the Kiwanis Club of Montreal, H. S. Berliner of the Berliner Gramophone Co., manufacturers of Victor Records in Canada, gave some idea of the astounding growth of this business. In 1900, only nine years ago, the total retail value of machines and records sold in Canada was less than $100,000 —while for this year his estimate of retail value of machines and records sold was over $20,000,000. The business has been growing at the rate of 50 per cent. a year for the last three years. Unquestionably this growth is due to the cumulative effect of the aggressive advertising which has been done by all concerned in this business —for it is recognized that the demand is almost entirely a stimulated one. There is no more *need* for gramophones to-day than there was ten years ago, though the *demand* is so great that all manufacturers are said to be overloaded with orders. They recognize that advertising is responsible for it— and that only by continued advertising can the demand be maintained.

What's in a Name

A recent advertisement of a Montreal retailer is frank enough to say that "Kumapart" Cuff Links would sell better with a better name. "When a man murders the English language he finds it harder to get the right hearing" says the advertisement. "There's a cuff link which the maker calls the 'Kumapart' and it's a very nice idea, not quite spoiled by the vulgar spelling." Evidently he believes the sale is hindered by the name, for he offers them at a reduced price.

Cut Advertising—Raise Rates

An emergency meeting of United States newspaper publishers was called in New York last month to consider the serious situation with which all publishers are faced. Material increases in advertising and subscription rates, limitation of the size of newspapers, and provisions in advertising contracts whereby rates can be advanced monthly or quarterly, were among the recommendations considered.

The shortage and high price of newsprint, and severe increased labor costs, have made it imperative that publishers take prompt steps to avoid a crisis in their affairs. Many publishers are said to be seriously considering limiting the size of advertisements, in addition to substantial increases in advertising rates. Canadian publishers are up against the same conditions.

In Preparing Your 1920 Campaign Consider the Industrial Cities of

Kitchener and Waterloo

The Twin Cities of Kitchener and Waterloo the busiest industrial centre of Ontario, with a population of over 26,000, and growing all the time, offers an inviting field to the national advertiser. It can be covered most economically by the use of the News Record, the leading Daily in the Twin City, with a daily circulation (A.B.C.) of over 4,000, ninety per cent. of which is distributed to the prosperous citizens of Kitchener and Waterloo.

KITCHENER NEWS RECORD

Rates From any Recognized Agency

Member A.B.C.

The business man seeking a really good Bond Paper at a moderate price should ask for a sample of

Earnscliffe Linen Bond

Facsimile of watermark

IN WHITE AND EIGHT TINTS

An attractive book showing a number of sample letterheads on Earnscliffe will be mailed to any one requesting it on business stationery

The ROLLAND PAPER CO. -Limited-

HIGH-GRADE PAPER MAKERS

MONTREAL, CAN.

MILLS AT ST. JEROME AND MONT ROLLAND, P.Q.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

Agency Copy Writer

The Consolidated Advertising Service is in the market for a first-class copy writer and service executive.

To a sufficiently competent man the position of chief copy and service director will be offered with salary fully commensurate with ability. Only high-class thoroughly experienced men with record of personally created successful campaigns will be considered. Position permanent with excellent future. Correspondence will be treated in strict confidence. Address or interview G. W. Davey.

Consolidated Advertising Service

Toronto, Canada

1919's Best Advertisements

(*Continued from page 462*)

you, however, we have observed that it possesses more attractive power than some of the others, this doubtless being due to the large hand with the watch resting against the palm. This advertisement makes itself noticed wherever it is placed on the page, and the copy accompanying the illustration being straight to the point tells the story without waste of words."

GRAY-DORT MOTORS, LIMITED, Wm. M. Gray, Vice-President, says of their advertisement which is reproduced: "To our minds, this is the best piece of advertising which has appeared this year for Gray-Dort Cars. In layout,

it is clean, easily read and attractive. The copy is careful and carries conviction because it makes no exaggerated claim. This advertisement was particularly striking as it was the last page of an eight-page advertisement which appeared in *Toronto Sunday World* on August 31st."

MONARCH KNITTING COMPANY, LIMITED, George R. Biddle, sales department, believes the special Christmas announcement appearing in December magazines is worthy of most particular mention, "first, because of its general attractiveness and exceptional artistic merit; and next because it happens to present in an especially interesting way our three chief products. Although it is not possible to predict with any certainty what its

effect will be upon the general reader, still we have reason to hope that it will have the desired result of creating an impression favorable to the Monarch Knitting Company, and the various articles which they manufacture.

"It is perhaps not too much to say that the development of Monarch-Knit advertising throughout has been marked by a degree of pictorial and typographical excellence—together with informative copy—quite noteworthy even in these days when one might naturally expect such virtues to be somewhat more common that they are. And the Christmas advertisement in all essential respects may be reasonably said to maintain the high standard of execution so far adhered to. It is carefully, even brilliantly arranged, as to style; it displays the products in their natural relation; it has just enough color to give it a cheerful holiday atmosphere; and it is charming enough to draw the vagrant attention of the most casual reader—so what more could one ask of a single advertisement? As to copy, well that speaks for itself; it may be remarked, however, that taken in combination with the illustration it should be effective in persuading the feminine reader, making

The Glace Bay, N.S., Gazette

The leading daily newspaper of Eastern Nova Scotia—covers the entire Colliery Districts of Cape Breton every afternoon.

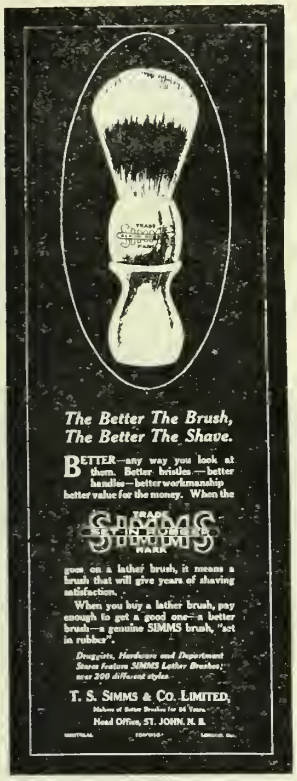
Circulation Guaranteed

Larger than that of any other daily newspaper published east of Halifax.

The recognized organ of the Miners, Farmers and Fishermen.

Glace Bay is the largest incorporated town in the Dominion of Canada. Population 20,000—is headquarters of the Dominion Coal Co., Ltd., who operate 21 Coal Mines and will pay out over $8,000,000 in wages to their employees this year. The Gazette is the only newspaper published in Glace Bay and is said to cover the largest as well as the wealthiest territory covered by any one paper in the Dominion of Canada.

up her Christmas list, to include one or more articles of Monarch-Knit among her presents to her friends. At any rate, the text is likely to cause her to pause and think twice before passing over the timely aid it offers."



T. S. Simms & Co. Ltd., R. C. Lewis, sales department, selects the particular piece of copy sent as best, "for the reason that it has brought in more favorable comment than any other advertisement we have yet put out. Our advertising agents also received very favorable remarks from other sources in regard to our advertising, and more especially on this particular advertisement. In point of illustration we feel that the illustrations in our recent advertisements, are among the best which have been running in Canadian magazines. In this particular advertisement the brush which is the thing we are selling, stands out very strong and is the most prominent thing in the advertisement. From a typographical standpoint the

SOUTH WATERLOO

during the year of 1920 will prove to be one of the most desirable fields in which to place a portion of your advertising campaign because it represents a territory that is immensely prosperous.

Many of the nationally known advertisers attribute a very large percentage of the results obtained in this district to their advertisements that have appeared in the columns of the

"GALT DAILY REPORTER"

Include the **Reporter** in your list and obtain your share of the business that you are entitled to in this district

GALT REPORTER LIMITED
(Member of A.B.C.)
GALT, - - - ONTARIO

The Space You Pay For

resembles cultivated land in this:---the harvest depends on the seed, we supply the seed YOU reap the HARVEST

Federal Advertising Agency

T. H. YULL, Director

Dominion Savings Buildings - London, Ont.

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON
CANADA

Halifax Montreal Ottawa Toronto
Hamilton Winnipeg Calgary Vancouver

Put Me on Guard in Your Home!

BURGLARLY and FIRE are just as likely in the home as at the office, yet some men are inconsistent enough to protect office papers and valuables in safes and vaults while leaving the home unprotected.

The new house safe illustrated is the latest addition to the well-known line of

DENNISTEEL
Made in Canada

Double wall construction with asbestos between. Yale locks on door and drawer. Neat, compact, a place for everything—positive security at a moderate outlay. Write for folders.

advertisement is particularly well set up, easy to read, and of very pleasing appearance. This campaign was planned with the definite idea of "trading up" and the slogan "The better the brush the better the shave" was evolved to put this idea over. We are finding the demand for $3, $4 and $5 brushes is greater since this advertising has been done."

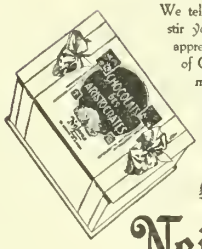
"AND he came bearing gifts."

Marc Antony, Caesar, Dante, Abelard, Henry of Navarre, Francois Villon, Louis XVI, and Napoleon, *all* laid gifts upon the altar of some woman's esteem.

Sweetmeats have always been a "Gift for Queens." In ancient times men bore "sweet spices and fruits" to their ladies.

But they never bore anything comparable to Neilson's Chocolates of to-day.

We tell you these things to stir your imagination to an appreciation of the quality of Chocolates that we have made it possible for you to carry to the lady of *your* choice.



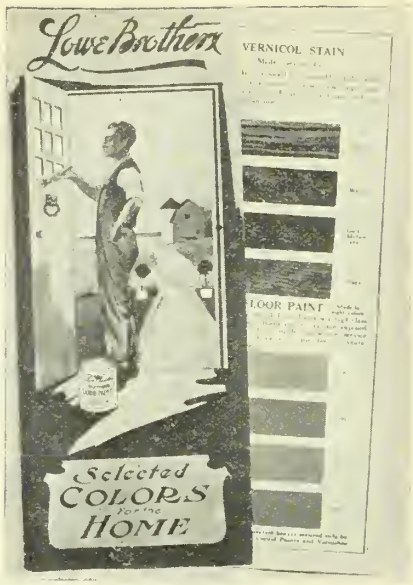
Neilson's

"The Chocolates that are Different"

WILLIAM NEILSON LIMITED, R. P. Smith, sales manager, consider the newspaper advertisement of Aristocrate Chocolates one of their best, "first, because of the character of the illustration, which is unusual; second, because the copy deals with that age old theme of men bearing gifts to the ladies of their choice, leading up very well to the quality appeal of Aristocrate Chocolate."

THE LOWE BROTHERS COMPANY, F. J. Penberthy, managing director, states that what "we consider the most effective piece of advertising is a mailing circular, which we use quite extensively. I choose this one piece because it produced actual, traceable results.

"The impression on the trade was very good as the picture on the front cover is attractive and synonymous. The few words in the inscription at the bottom of the cover, "Selected Colors for the Home" makes one wish to know what is inside. The description of each line is very short and entirely to the point. We have not overburdened the reader in type or in color but have given just a few things to select from. On some lines we have doubled our business with this circular."



CANADA LIFE ASSURANCE COMPANY, F. T. Stanford, sales department, considers its "Why Insure the Desk, But Take Chances on the Man?" advertisement "is a comprehensive argument for Business Insurance which will soon be recognized to be as indispensable to a business as fire insurance. For this reason the Canada Life feels that in presenting the matter in this form, a new departure has been made."

Why Insure the Desk

But Take Chances on the Man?

What Would It Cost to Replace these Four Men?

1. He is the financial expert who keeps a business on a sound basis.
2. As a Business Getter he could hardly be replaced.
3. His technical knowledge is invaluable.
4. As an Organizer he is the Soul of the Business.

As a matter of course your office furniture is insured against fire loss. What about the brains of the business?

When the death of a valuable man occurs, the business is faced with these problems

Can the business be kept going?
Will the credit of the business be shaken?
What compensation here we for the loss of his producing powers?
Can his abilities and services be replaced?
What is to be done in the meantime to avoid financial loss?
Where can we get ready money to take over the deceased partner's interests and carry on the business independently?
How can we arrange matters so that his shares may not be sold to outside parties and thus disturb the financial control?
How can these matters be adjusted without loss to the survivors or the business, and without sacrifice to the family of the deceased?

Our Commercial Protection Plan solves these problems as nothing else can. The steady cash coming at a time when most needed, steadies the business, sustains its credit, and takes care of the matter of replacement and readjustment with least success to any one.

This Plan Provides:

Cash to safeguard credit.
Cash at death to compensate for loss of brains.
Cash to replace services.
Cash through policy loans, to snap up cash bargains
Cash without publicity
Cash for emergencies without weakening credit.
Cash to protect endorsers of company's paper.
Cash without requiring endorsers
Cash available when all other sources fail
Cash to retire loans, mortgages, bond issues and obligations when due.
Cash to take over partner's holdings.
Cash to buy shares of deceased stockholder
Cash for investment from business
Cash to protect a business man's estate and thereby his family

Ask For Particulars

Canada Life
Assurance Company
Head Office
TORONTO

Canada Life Assurance Company, Toronto.
Gentlemen: Please send me, free and without obligation, a copy of your booklet "Why Insure the Desk, But Take Chances on the Man?"
Name of Firm
Address

WILLYS OVERLAND LIMITED, Claude Sanagan, advertising department, writes: "This copy has been selected as the best Overland advertisement of the year because of the importance of the message it carries. Announcement of the fact that Overland cars were to be manufactured—not merely assembled—in our completely equipped Canadian factory, was considered to be of general interest to Canadian newspaper readers. Typographically, it was considered to possess maximum attention value, and the story it carried as to the company's manufacturing programme was phrased so as to sustain interest. Moreover, from the standpoint of interesting automobile owners and prospective car-buyers, the fact that a new model was being announced made it one that commanded wide-spread notice. In a concise manner, the outstanding features of the new car were set forth, accompanied by an illustration that told a whole story in itself—the story of the spring suspension that gives new riding qualities in a light car. Subsequent advertisements have developed the idea, but this advertisement is considered of first importance because it first made the fact public—and the talk it aroused was proof of its success as advertising copy."

Overland
Motor Cars

Now Completely Built in Canada, By Canadians, For Canadians

Willys-Overland, Limited

INTERNATIONAL BUSINESS MACHINES CO., LTD., Frank E. Mutton, general manager is represented by an advertisement of Time Recorders which appeared this fall in a number of business publications. "In our judgment," Mr. Mutton states, "the illustration links up so timely and strongly with the caption, this makes one of the best advertisements we have issued this year. Further, there has been more comments expressed on it from our sales force, and also our prospects than any other publicity advertisement.

"This advertisement pertaining

TIME

—the Power to Which the World's Work is Harnessed

ALL the work of the world, all men, all businesses, are belted to the flying pulley of Time—some snugly and efficiently, others loosely and wastefully.

Snug belts drive. Loose ones slip. The moral is obvious—*see that YOUR time belt is tight!*

To take up the slack, to cut waste out of working hours, systematize your business with

International Time Recorders

Internationals make every minute count, put workers on their mettle, discourage small time losses and thus prevent big ones.

They enable the worker to keep his own time with mechanical accuracy and give him a new sense of responsibility. It becomes a matter of pride with him to have his card stamped with the right time and a matter of business also, for with Internationals every minute of service rendered will show in the pay envelope. Internationals are sure. The simple and complete manner in which Internationals record the data needed by payroll accounting greatly reduces clerk hire. Time is saved, and time is money with Internationals, the work that would require half a dozen clerks by any of the manually controlled systems

—and besides, the International records will be right.

Yes—we make the model you need. There are 160 International types, either electrically operated or spring driven, and adapted to every line of business. Write us.

International Business Machines Co., Limited

Head Office and Factory: 300 Campbell Ave., Toronto. FRANK E. MUTTON, Vice-Pres. and Gen'l Mgr. *Also at:* Montreal, Winnipeg, Vancouver.

(Also makers of Dryden Computing Scales and Hollerith Electric Tabulators)

Automatic Accounting Card Punches

only to the time recorder division, we thought you might be interested in our advertisements of the scale division, which in expenditure runs about even. The best advertisement of the scale division, was that used in *Canadian Grocer*, October 21st.

Dominion Battery Company Limited, W. M. Turnley, general manager, "believes that the advertisement entitled 'There She Is' is one of the best published for us during 1919. The caption is strong and has good attention value. The illustration at the bottom ties up closely with this caption. The advertisement also illustrates well our line of products and brings out our slogan 'Lively and Lasting'."

Penmans Limited, R. Cale, advertising manager, sends an advertisement "which we consider is possibly the best in our hosiery list for the present season. One of the main reasons underlying our choice is the fact that the advertisement as a whole is, we consider, representative of the mer-

The Charlottetown Guardian

Covers Prince Edward Island Like the Dew

It is the only A.B.C. member in the Province. P.E.I. is the most prosperous Province in the Dominion. It contributed $425 per family to the Victory Bonds.

It pays National advertisers to advertise in the Charlottetown Guardian and they mostly include it in their appropriations.

Standard rate card of American Association of Advertising Agencies.

J. R. BURNETT, Editor and Publisher

Through our *uniquely "different"* Canadian sales-advertising organisation, we offer

To Canadian Manufacturers

A *Complete* Merchandising Service

We plan and execute any part (or all) of a distribution-advertising-sales procedure—to manufacturer, jobber, retailer and consumer.

Service comprehends basic investigations, sales-plans, the direct-by-mail and media advertising (properly apportioned), and the *actual order-getting specialty sales-work*.

When mutually desirable, we will contract (under GUARANTY of RESULTS) to effect *complete trades-distribution* and *consumer-demand*—to do everything but manufacture and ship the goods.

We operate throughout North and South America (in all languages), and will consider the promoting, *anywhere*, of *any* legitimate business or sales enterprise that appeals to our judgment.

Our Canadian staff of thirty Merchandising, Advertising, Technical and Sales experts is "personally directed"—backed by the Management's twenty-five years of association with the largest manufacturers of the United States.

Canadian and U. S. clientele includes some very representative concerns.

Correspondence and professional consultation solicited.

CLARKE HELME LOOMIS LIMITED

GENERAL SALES COUNSEL

New York Chicago San Francisco Buenos Aires

Suite Seventy, Beardmore Bld'g. MONTREAL, P. Q. Telephone MAIN 680

Almost any national advertiser doing business in the City of Quebec knows how essential it is to give his business message through THE TELEGRAPH. Over one hundred national advertising accounts appear exclusively in the Telegraph to reach the English speaking population. Ask your advertising agency regarding our trade reports;

IN QUEBEC
THE TELEGRAPH
---ALWAYS

FRANK CARREL
President

E. G. SMITH
Manager

Are You On?

Marketing and Business Management

will come to you every month only when you get your address on our subscription list. Say the word—and send the two-spot.

WELL established firm with Offices in Manchester, and Representatives in London and Birmingham, desire Sole Agency in England for good Novelties of Domestic use. Correspondence invited from manufacturers of good standing.

Box M.

HARRADENCE & EATON,
92 Market Street,
Manchester - England

E. ST. ELMO LEWIS

PERSONAL COUNSEL FOR EXECUTIVES

Reports on Sales, Advertising and Marketing Organizations; on Plans, Performance, and Possibilities.

"The Lewis Bulletins," issued Semi-monthly, free to Executives.

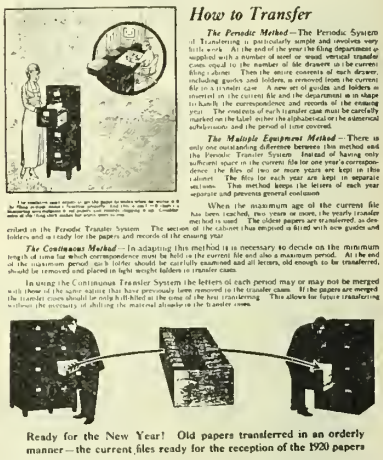
347 FIFTH AVENUE
NEW YORK

chandise it advertises. Another reason is the harmony which exists between the art-work, copy and typography, all of which accentuate the appeal of the heading. The opening appeal of the advertisement is in harmony with the present mental attitude of feminine buying public, and the context justifies the purchaser in gratifying her natural desire for daintiness and finery."

THE OFFICE SPECIALTY MFG. CO., LTD., W. R. Patterson, advertising manager, likes best the direct-mail literature used in what they call their "transfer campaign."

"This campaign is conducted in the fall of every year and is instituted for the prime purpose of inducing business managers and executives to prepare for a quick, easy and efficient transfer by getting their requirements lined up early instead of waiting until the last week of the year, in some cases unfortunately until the last minute.

"In conjunction with our 1919 campaign, we are innovating a branch sales contest this year, setting quotas for our different branch organizations. The selling work of our organizations in every case is preceded first of all by a mail campaign, and it is a glowing testimony to the effectiveness of this year's literature that the first month of our contest showed a total gain of 75% over the corresponding month of last year and that although we have nearly ushered out the first month of this campaign, which continues over three months—October, November and December, one of our Branches has secured 199% of their quota, another



one 154% of theirs and a third 100% of their quota. In only one case is there a Branch under 33%, or the percentage required to secure the first lap of the contest.

"Undoubtedly, the concrete results obtained this year are attributable in a large measure to the effectiveness of this year's literature, to such an extent that we believe it the most successful campaign instituted by this organization."

The business man seeking a really good Bond Paper at a moderate price should ask for a sample of

Earnscliffe Linen Bond

Facsimile of watermark

IN WHITE AND EIGHT TINTS

An attractive book showing a number of sample letterheads on Earnscliffe will be mailed to any one requesting it on business stationery

The ROLLAND PAPER CO.
HIGH-GRADE PAPER MAKERS —Limited—
MONTREAL, CAN.
MILLS AT ST. JEROME AND MONT ROLLAND, P.Q.

JOHN HALLAM LIMITED submit a mail order advertisement of furs which they like best because, "the attention of the fair reader who is interested in furs is at once arrested by the illustration of the coat. Her attention is then

drawn to the copy, which sets forth in concise and logical form the whole proposition that John Hallam Limited offers to the public. The copy is so arranged that she will read first with curiosity, then with interest and finally with conviction, that buying by mail is the easiest and cheapest way to purchase furs. In this frame of mind she reads how it can best be done—through our fashion book. Featuring 'Hallams Guaranteed Furs' we feel was responsible for its favorable consideration by the public."

Renfrew Electric Products, Ltd., selected their "best" advertisement, "because at first glance it invites attention by its unusual treatment. Unlike that of most advertisements for electrical products, this copy concentrates upon one thing, and it gives the reader a satisfactory idea of what the Canadian Beauty Electric Toaster will do for her. We think this is much better than the 'catalogue' style of advertisement so much used for this line of products. The layout is so arranged as to also give our Grill and Electric Irons due notice, without detracting too much from the concentrated effort upon the Toaster."

It is expected that the Firestone Tire & Rubber Company may be one of the big Canadian advertisers during the coming year. A Canadian Company was recently incorporated, with head office and factory in Hamilton.

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability.

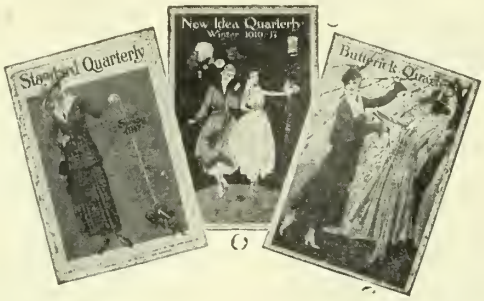
The whole story will be told by a glance at an Ad-Art realistic birdseye view of your plant.

AD-ART STUDIOS
Producers of Advertising Art
7 Victoria Block · Windsor, Ontario

Quality and Service
MULTIGRAPH LETTERS
Best Produced Anywhere
Addressing Folding Mailing
HARRY EDWARDS & SON
E. BENNETT, Manager
152 Bay Street, - - TORONTO
Phone Adelaide 3313

Through Our
FOUR COMPLETELY EQUIPPED PLANTS
Montreal
Beaver Hall Hill
Toronto
231 W. Richmond St.
London
144 Queens Ave.
Windsor
46 McDougall St.
We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers
Quality of Plates and Service the Reason
RAPID
Electrotype Company of Canada, Limited
C. J. HIRT, Managing Director

WE SPECIALIZE IN
FOLDING BOXES
CONFECTIONERY BOXES MAILING TUBES
ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL
Quality and Service
Dominion Paper Box Co., Ltd.
TORONTO, Ont.



Most advertisers aim to

Reach the Customers of Retail Stores

to create consumer-demand for their brands which will be felt in these stores.

The Canadian Fashion Quarterlies

are the ONLY publications whose ENTIRE circulation is among the best customers of 3,000 dry goods and departmental stores in Canada's shopping centres. Sold by the merchants themselves as guides to what to buy.

Next issue Advance Summer Fashions number on sale April-July, goes to press end of February. Write now for specimen copies, rates and circulation data to

Manager Advertising
53 Yonge St., - Toronto

American Magazines no Menace

At the Conference of Boards of Trade recently held in Toronto many questions of interest to Canadian business interests came up for discussion. One resolution adopted was to the effect that a universal or standard form of wording should be adopted throughout the British Empire for all invoices requiring a customs declaration.

The Brantford Board of Trade submitted a resolution seeking to have a prohibitive tax placed on all foreign magazines having a circulation in excess of 10,000 copies in Canada, unless such publications had a Canadian section, in which space would be offered to Canadian firms at rates proportionate to their Canadian circulation.

The argument in support of this resolution was that the only way to reach the Canadian public by advertising was through United States magazines, and the rates were too high, being based on the circulation in both countries. Consequently the Canadian public read nothing but advertisements of United States goods, and the United States manufacturer could reach the Canadian consumer to the exclusion of the Canadian manufacturer.

"Overwhelming defeat" was the fate of this resolution, which was based on rather ridiculous reasoning. Its sponsors must have got their inspiration from those American advertisers who suffer from the delusion that they can "cover Canada" through their advertising in American magazines. The circulation of American magazines in Canada is considerable, but is under a serious disadvantage from the advertisers' standpoint. Many American firms with Canadian branches would like to have their advertisements omitted from copies of magazines coming into Canada, because they serve to emphasize the different prices at which the same article can be purchased in the United States, as well as for other reasons.

Advertising matter is so large a part of some of these American publications that it would seem consistent with the policy of the Customs authorities to apply the printed matter duty to the advertising sections, if not to the entire publications. But it is ridiculous to argue that the Canadian manufacturer *must* use American magazines to reach the Canadian public. Why overlook the considerable volume of circulation available through Canadian magazines, so much used by so many American firms doing business in Canada—and the still greater circulation of Canadian newspapers and farm journals. Canadian manufacturers may look with envy on the splendid advertising being done in the magazines by so many American firms, but they do not suffer by their inability to get into the copies of these magazines reaching Canadian homes. There are plenty of opportunities for them to get the most desirable publicity in purely Canadian magazines, newspapers and farm journals.

But either the printed matter customs duties should be abolished altogether, or should be applicable to *all* advertising matter coming into Canada, in whatever form, we think. Probably this will be considered in connection with the proposed tariff revision.

Efficient Sales Management

(*Continued from page 467*)

do this requires salesmanship, advertising, publicity, and the cooperation of all sales-making forces.

The Result Aimed At

The result is always sales, immediate and in both quantity and quality, but there is an ultimate victory which lies beyond sales, it is the idea of placing your company and its product in a more favorable position than before with respect to the public and competitors.

MACLEAN'S STARTING *DRUGGIST'S WEEKLY*

A new trade paper for druggists, along the lines of *Canadian Grocer* and *Hardware and Metal*, will commence publication with the beginning of next year. It will be issued weekly, called "*The Druggist's Weekly*," and be published by the Maclean Publishing Company, who also publish a number of other retailer's newspapers, technical journals and *Maclean's* and *Farmer's Magazine*.

D. A. Macvannel, at one time advertising manager of the Russell Motor Car Company, later with the Macey Sign Company, and only recently returned from Overseas, will be business manager of the new journal.

The Halifax *Herald* and *Mail* and the *Atlantic Leader* are sending advertisers copies of a little syndicate "house organ" called *The Ad-Route*. It contains some interesting, though rather general, discussions of advertising topics. Facts about Halifax, the *Herald*, *Mail* or *Leader* are noticeably missing.

Ralph W. Know, has resigned as advertising manager of the Columbia Graphophone Co. New York, to become sales and advertising director of the Hudson Motor Car Co., Detroit.

Business Methods is the name of a new "magazine of progress" being published by E. M. Wilcox of the York Press, Toronto. The first number is dated December, and contains articles dealing with employment, office and selling problems.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete audited report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 27,168
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Edmonton, Alta., JOURNAL (E) 19,354
The one outstanding daily in Central and Northern Alberta.

Brantford, Ont., EXPOSITOR (E) 9,837
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,280
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 42,092
Produces best results for most local, national, classified dvertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE DROIT (E) 9,174
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000.

St. Thomas, Ont., TIMES-JOURNAL (E) 9,328
Only daily in St. Thomas or Elgin County, and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,271
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 5,473
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 47,385
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 38,418
April net paid 39,299. A select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 107,370
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 30,023
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,657
Canada's authority on grocery markets and conditions for 31 years. Particulars on request

EDITOR WANTED

for Weekly Rural-Farm-Fishing Newspaper in Eastern Provinces. Only those having experience need apply, with full particulars in confidence.

Box "N" Marketing.

Marketing

will come to you every month only when you are on our list of paid-up subscribers. $2 annually — that's all.

PUBLISHERS ADVERTISING MEN

Be sure you are on our list. Do not miss one single copy of our

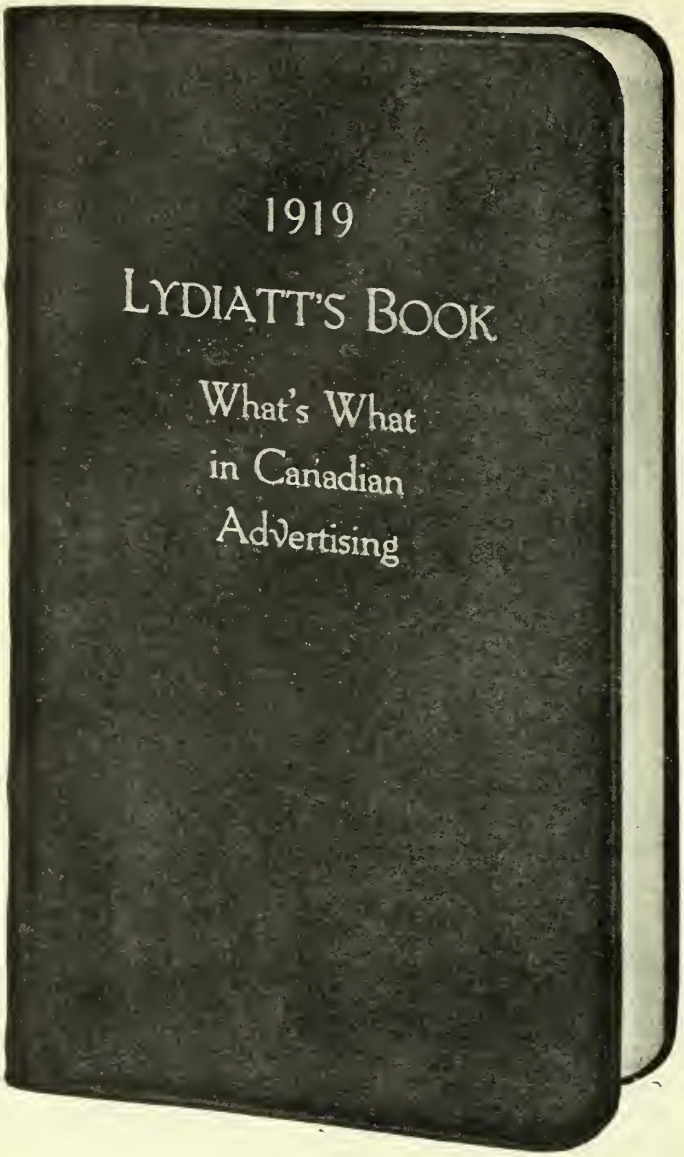
"QUALITY AND SERVICE"

During the year 1919-1920. Our fourth year of honest endeavour to serve the Trade. Send your name now to

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY



1920 Edition

Seventh Year of Successful Publication

Goes to Press January 5th

Will record many changes which have occurred in every branch of advertising for the convenience of all buyers and sellers of advertising in Canada. Order now.

$3 a Copy, Postpaid

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto

Kirkwood's London Letter

(*Continued from page 472*)

these men, quite inexperienced in the solicitation of advertising four months ago, has a record on a new publication —a directory—of over $5,000 in 12 days' actual canvassing—three pages a day at $150 a page. Like another highly successful "green" man I know, this man is a fighter. He is not readily dismissed. He meets opposition with a powerful "come back." He is earnest and sincere, and capable, of course. The fact is that we all buy from the keen and convincing salesman who makes us full that *our* business and welfare are being served by possessing what he offers us.

Cooked Foods Advertising

Everybody who has been in London knows the Lyons type of "cheap" restaurants

At certain of the higher-class Lyons restaurants cooked foods for home c nsumption are sold, and a big business in them is done. I enclose some examples of Lyons advertising, because they show how attractive their advertising is.

One dreary day I thought I had evolved a bright idea—a box-luncheon service for London. This form of service seems to be unknown in London; yet one can get box-luncheons at some of the Lyons places. The general public, however, does not know this. Here is a suggestion to some Englishman in Canada who wants to return home, to establish a profitable business. Let him inaugurate in various localities in London a box-luncheon service, and in a few years he will be in the class of those who pay the most of their income to the State as income-tax.

The cafeteria service which flourishes in Toronto and elsewhere is unknown in London. I believe that it would "catch on" in London during these times. Anything that gives the promise of lowering food prices to the public who eat at restaurants cannot help but prove profitable and popular.

Selling Art

In London are many very fine artists who cannot make a right living out of their art. I have in mind an artist who is a very well-known portrait painter, and painter of miniatures, whose work always gets hung or shown at the annual Royal Academy Exhibitions. His main reliance just now is drawing in black and white, men's fashions pictures.

It seems too bad that his better work, and the best work of many like him, cannot be made sufficient in volume—by sale—to enable him and his brethren to make a good living. What is needed in London and in Canada is a commercial organization which will make a market, by modern selling methods, for art—paintings in particular. I am convinced that some one of spirit and energy can make a very fine income by undertaking to market the work of Canada's best artists. I suggest that a plan for selling fine pictures would make an interesting contribution to Marketing.

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Lord Leverhulme, of Sunlight Soap fame, was in Toronto during the first week in December, and was much interviewed.

Do Your Advertisements Reach Mrs. Canadian Woman?

¶Women are the largest buyers. They buy 23% of men's wearing apparel, 95% of their own and children's clothes, 90% of the food, 80% of all other household requirements. In brief the husband earns, the wife spends.

¶These are not our figures but are the figures accepted by leading advertising agencies. Consider them well, then

Use the "Continental Combination" --AND COVER CANADA

The "Continental Combination" Consists of:

EVERYWOMAN'S WORLD—Canada's Greatest Magazine. A.B.C. guaranteed over one hundred thousand (over 117,000 of December issue printed and sold.)

LA CANADIENNE—the Magazine of French-speaking Canada. Circulation guaranteed, 25,000, to be proved by A.B.C. audit.

EVERYWOMAN'S NEEDLECRAFT COMPANION—the one exclusive needlework publication in Canada.

40,000 readers—the best Canadian women interested in needlework.

Continental Publishing Company, Ltd.

Publishers

TORONTO CANADA

AT THE OTHER END OF YOUR TELEPHONE —

10 SERVICE STORES TO HELP YOU SOLVE YOUR SYSTEM PROBLEMS

Stretching across the breadth of the Dominion, from Halifax to Vancouver, is a chain of "Office Specialty" Service Stores, each manned by a corps of system experts—men who make filing systems their business and study—who individually possess a wealth of experience gained through contact with hundreds of system problems in every kind of business.

These system experts render you a personalized, on-the-ground service. They come prepared to analyze your present filing or office system. And from this analysis suggest improvements on it (if any are possible). Or, if the present condition of your system warrants it, they will lay before you tentative plans for a complete and more efficient system.

In the large business centres of the Dominion these system representatives are no further from you than the other end of your telephone. And the service they render costs you nothing.

Backing up and making possible the effectiveness of these centres of system is our central System Department. Into this department constantly filter reports on myriad systems—maybe from Montreal a new Sales Record system installed for a wholesale furrier—or from Hamilton a Cost System worked up for a steel company. Reports of these systems are classified and transmitted to each Service Store in the hope that they may prove of use and benefit in helping business men in widely separated territories solve similar filing problems.

This service we are rendering is finding great favor. Business men like and appreciate it. And we, too, find that it is mutual and profitable, on the theory that business comes where service starts.

And in these times when more work has to be performed by depleted staffs it is proving of value in more ways than one.

If you can use it—please do. If there's undue pressure of work on your shortened staff, here's maybe the relief you want. Telephone or write to our nearest Service Store for a system representative to call.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY FILING SYSTEMS

LABOR SAVING OFFICE DEVICES · TIME IS MONEY

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